



MILITARY HEALTH SYSTEM



EXECUTIVE SKILLS EDUCATIONAL OPPORTUNITIES

Second Edition

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PREFACE

Health care in the United States is a rapidly changing and complex aspect of life. The Department of Defense (DoD) medical departments are caught up in the rapid pace of change as much as their civilian counterparts. Perhaps they are even more affected because of the combined effects of their readiness requirements and the fact that implementation of managed care, or TRICARE, brings new organizational relationships to health care regions as well as new methods of determining budgets for medical treatment facilities (MTF).

In addition to the full range of civilian health care functions that include providers, other care givers, and supporting ancillaries, members of the DoD medical departments also face the uncertain requirements of readiness, combat, and peacekeeping operations. They also must use and manage more comprehensive, integrated health information systems, support migration to the managed care environment, and operate within continuously tightened budgets. These and other challenges detract from their ability to enhance their professional education, prepare for positions of responsibility, and compete for promotion and command selection.

This catalog is intended to assist the Army, Navy, or Air Force medical department officer of any corps or specialty understand the essential skills for command of a MTF and the management of a TRICARE region. It will help officers obtain information on alternatives for self-improvement and courses that teach the essential Executive Skills.

ACKNOWLEDGMENTS

Information in this catalog was obtained through the assistance of course and program directors and other members of the Army, Navy, Air Force, and the Department of Defense who manage the courses listed.

The concept for creating this catalog is attributable

to the Joint Medical Executive Skills Development Working Group (JMESDWG) under the leadership of the Army Medical Department Center and School (AMEDDC&S), the Executive Agent for the Executive Skills Program. The first edition of this catalog was mailed to the commanders of almost 400 worldwide medical activities in the summer of 1996. Even so, it did not receive the visibility desired by the JMESDWG and the MHS leadership. This second edition is designed for publication on the worldwide web to ensure global access to the data.

CORRECTIONS

Updates should be forwarded to respective service points of contact:

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DATABASE OF COURSES

An interactive database of these courses is also available. It is an executable file that responds to user queries when relevant personal information (e.g., name, service, grade, and occupation such as "nurse") is provided along with a choice of interested competencies. The database returns a screen report and an optional printed report listing relevant courses that offer the competencies of interest.

Look for the downloadable database on this site.

ABBREVIATIONS and ACRONYMS

AC	Active Component
ACE	American Council on Education
ACSC	Air Command and Staff College
AETC	Air Education and Training Command
AESTC	Army Executive Skills Training Center
AFMIC	Armed Forces Medical Intelligence Center
AFPC	Air Force Personnel Center
AFSC	Armed Forces Staff College
AFSC	Air Force Specialty Code
AMEDD	Army Medical Department
AMEDDC&S	Army Medical Department Center and School
AN	Army Nurse
ATARS	Army Training and Reporting System
AU	Air University
AWC	Army War College
BUMED	Bureau of Medicine and Surgery
C4	Combat Casualty Care Course (Army)
C4A	Combat Casualty Care Course Advanced (Army)
CAP	College of American Pathologists
CAS ³	Combined Arms Service Support School (Army)
CEU	Continuing Education Credits
CGSC	Command and General Staff College (Army)
CGSOC	Command and General Staff Officer Course (Army)
CHCS	Composite Health Care System
CINC	Commander In Chief
CME	Continuing Medical Education
C, DON	Chief, Division of Nursing
CNO	Chief of Naval Operations
CO	Commanding Officer
CRS	Conditional Reserve Status
DAC	Department of the Army Civilian
DC	Dental Corps
DCA	Deputy Commander for Administration
DCCS	Deputy Commander for Clinical Services
DMRTI	Defense Medical Readiness Training Institute
DNR	Do not resuscitate
DoD	Department of Defense
DVA	Department of Veterans Affairs
ESC	Executive Steering Council
EME	Executive Management Education (Navy)
ESTN	Executive Skills Training Network
FDA	Food and Drug Administration
FEMA	Federal Emergency Management Agency
FOA	Field Operating Activity
FORSCOM	Forces Command
HMO	Health Management Organization

HSI	Health Standards Institute
ICAF	Industrial College of the Armed Forces
IDC	Independent duty corpsman
IRB	Institutional Review Board
JCAHO	Joint Commission on Accreditation of Hospital Organizations
JMRTC	Joint Medical Readiness Training Center
MAGTF	Marine Air- Ground Task Force
MAJCOM	Major Command
MC	Medical Corps
MEDAC	Medical Activity
MEDCEN	Medical Center
MHS	Military Health System
MSC	Medical Service Corps
MTF	Medical Treatment Facility
NC	Nurse Corps
NDMS	National Disaster Medical Systems
NDU	National Defense University
NETC	Naval Education and Training Command
NMQI	Navy Medical Quality Institute
NPS	Naval Postgraduate School
NSHS	Naval School of Health Sciences
NWC	Naval War College
OPHSA	Office of Prevention and Health Services Assessment
OPNAV	Office of the Chief of Naval Operations
PAD	Patient Affairs Division
PAR	Population at Risk
PCS	Permanent Change of Station
PERSCOM	Personnel Command
PLX	Platoon Leader Exercise
PME	Professional Military Education
POMIC	Plans, Operations, and Medical Intelligence Course (Navy)
PPO	Preferred Provider Organization
PT	Physical Therapy (Army graduate program)
QA/QI	Quality Assurance/Quality Improvement
RC	Reserve Component
RN	Registered Nurse
SOFA	Status of Forces Agreement
SOLO	Senior Officer Legal Orientation
SOS	Squadron Officer School
TAMMIS	Theater Army Management Information System
TDA	Table of Distribution and Allowances
TOE	Table of Organization and Equipment
TQL	Total Quality Leadership
TQM	Total Quality Management
TRADOC	Training and Doctrine Command
USUHS	Uniformed Services University of the Health Sciences
USMC	United States Marine Corps
VC	Veterinary Corps
XO	Executive Officer

Part 1 COMPETENCY DESCRIPTIONS

In 1992 a tri-Service Department of Defense study group identified 36 skills as being essential for successful performance as commander of a military medical treatment facility (MTF). Subsequently these 36 skills, or competencies, were regrouped into related competency areas, reducing the number of competencies to 34. This set of 34 competencies was the basis for a comprehensive opinion survey of approximately 200 MTF commanders in 1994.

The MTF commanders not only verified the 34 competencies, but also identified new competencies for addition to the list. The flag level Joint Medical Executive Skills Development Group (JMESDG) reviewed the MTF commanders' recommendations and agreed that six additional competencies should be added producing a new total of 40.

These 40 competencies represent the basic set of administrative management skills that a potential MTF commander should possess before assuming command. Competencies may be gained through military education and progressive job experience. Because career patterns (e.g., assignments, educational opportunities, and contingency operations experience) vary widely between and within the Services, potential MTF commanders may find they have not achieved qualification in these competencies and will wish to do so.

The purposes of this publication are to present the staffs of the three medical departments with comprehensive information concerning these essential competencies, to identify the DoD and Service courses that teach the competencies, and to provide readily accessible information that Service members can use to help them improve their qualifications for MTF command.

The Executive Skills competencies arranged by competency area are:

Military Medical Readiness Competencies

- Medical Doctrine
- Understanding the Military Mission
- Joint Operations/Exercises
- Total Force Management
- National Disaster Medical Systems Management/Department of Veterans Affairs Role
- Medical Readiness Training
- Contingency Planning

General Management Competencies

- Strategic Planning
- Organizational Design
- Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- Leadership

Health Law and Policy Competencies

- Public Law (General)

- Public Law (International)
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation
- Health Resources Allocation and Management Competencies**
 - Financial Management
 - Human Resource Management
 - Materiel Management
 - Facilities Management
 - Information Management
- Medical Ethics Competencies**
 - Patient Rights (Informed Consent)
 - Patient Rights ("Right to Die," "Do Not Resuscitate — DNR")
- Individual and Organizational Behavior Competencies**
 - Individual Behavior
 - Group Dynamics
 - Conflict Resolution
 - Communication
 - Public Speaking
 - Public and Media Relations
 - Managing Change/Technical Innovations
- Clinical Understanding Competencies**
 - Epidemiological Methods
 - Clinical Investigation
 - Alternative Health Care Delivery Systems
- Performance Measurement**
 - Quality Management (TQM, TQL, QAF)
 - Quantitative Analysis
 - Process/Outcome Measurement
 - Clinical Performance Improvement

This list of competencies is not exhaustive although it is the set confirmed by surveys of 190 MTF commanders, 43 senior military medical department executives, and 21 civilian medical facility chief executive officers. The delivery of health care is changing rapidly in the Department of Defense as well as in the civilian community. Although the Services agree that these competencies are essential skills for prospective commanders, anyone seeking the command experience must constantly strive for improvement in these administrative skills and in other professional subject matter relevant to managed care and his or her chosen area of expertise.

The 40 competencies are described in operational terms below. See the *Executive Skills Training Core Curriculum* for the detailed behavioral statements that further describe the behaviors one would expect of a MTF commander who is competent in each of these defined skills.

COMPETENCY DEFINITIONS*

*Note: The competencies are not mutually exclusive. Rather, they are inter-related skills that individually and collectively define the minimum capabilities determined to be essential for MTF command or to manage a health care region. They are the skills necessary to lead and manage a health care management organization (HCMO) within the Department of Defense.

MILITARY MEDICAL READINESS COMPETENCIES

Medical Doctrine

Fundamental principles by which military forces or elements thereof guide their actions in support of medical objectives. Medical doctrine is authoritative, but requires judgment in application.

Understanding the Military Mission

Military mission refers to the importance of understanding the larger line organization mission that must be supported by the HCMO. It includes the credentials held with the ultimate customers – the wing commander and the private carrying a rifle in the dark. It relates to the credibility the HCMO has with its client base.

Joint Operations/Exercises

Jointly staffed and financed military maneuvers or simulated wartime operations. Successful operations or exercises involve planning, preparation, and execution of the mission.

Total Force Management

Total force management includes doctrine and procedures regarding management of military medical personnel, including National Guard and Reserve forces.

National Disaster Medical Systems Management/Department of Veterans Affairs Role

The National Disaster Medical System is a joint Federal, state, and local mutual aid organization that provides a coordinated medical response in time of war, U.S. national emergency, or major U.S. domestic disaster. Other Federal agencies that share responsibilities include the Department of Health and Human Services (DHHS), the Federal Emergency Management Agency (FEMA), and the Department of Veterans Affairs (DVA).

Medical Readiness Training

Instruction in the use of medical field equipment, and training health care providers to deliver health care under disaster or battlefield conditions. Medical Readiness Training is designed to prepare military medical personnel to deliver medical care in wartime.

Contingency Planning

The preparation for delivery of medical services/care in emergencies involving military forces. These service requirements may be caused by natural disasters, terrorists, subversives, or military operations. Contingency planning includes readiness planning, organization, management, logistics, personnel, and patient care.

GENERAL MANAGEMENT COMPETENCIES

Strategic Planning

The organizational process that assesses the situation, establishes direction, develops action plans to execute the direction, and periodically evaluates whether the direction has been successfully accomplished.

Organizational Design

How the HCMO's organizational design elements are configured for efficiency and effectiveness.

Decision Making

Decision making is the process of selecting a course of action from alternatives.

Personal and Organizational Ethics

A personal and organizational code of behavior that defines how people and organizations act and treat others.

Managing Change and Innovation

Adaptation to environmental demands and exploitation of new opportunities requires the effective management of change and innovation.

Leadership

Leadership is the art of influencing others to accomplish the mission: getting others to do what you want them to do. It requires a complex set of personal skills and values to work with and through others.

HEALTH LAW AND POLICY COMPETENCIES

Public Law (General)

For the health care facility, public law includes those Federal, state, and local public laws that impact on the facility, and the requirements of those laws that must be met by the facility (e.g., public health, patient consent/rights, environmental standards, etc.).

Public Law (International)

Public law involves international military regulations that impact the Military Health System (e.g., Status of Forces Agreements [SOFA]).

Medical Liability

Medical liability includes tort and criminal offenses that may incur risk to the health care facility or individual providers.

Medical Staff By-Laws

Medical staff by-laws outline the conduct and privileges of the medical staff. The by-laws are typically developed and amended by the medical staff themselves using Joint Commission on Accreditation of Healthcare Organization's (JCAHO) requirements regarding medical staff governance.

Regulations

Regulations include Federal (including DoD), state, and local policies that impact the health care facility.

External Accreditation

External accreditation is an evaluative process performed by an accrediting organization that is an objective review of health care delivery practices within a health care facility. These accreditations are sought by medical facilities for various reasons, most important being the assurance to the facility seeking accreditation that it meets quality standards of patient care. Some of the more prominent accrediting organizations include the Joint Commission on Accreditation of Healthcare Organizations (JCAHO) and the College of American Pathologists (CAP).

HEALTH RESOURCES ALLOCATION AND MANAGEMENT COMPETENCIES

Financial Management

Financial management includes the use of analytical techniques to determine if funds are being properly expended to meet the facility's mission. Financial management includes maintaining financial records, controlling financial activities, identifying deviations from planned performance, and forecasting future funding requirements of the facility. Activities include budgeting of funds, performing cost-benefit analyses, and related actions.

Human Resource Management

Human resource management includes the acquisition, management, and retention of human resources. It includes training; maintaining readiness; distribution of funds to acquire staff; and oversight responsibility for counseling, disciplinary actions, and performance evaluations.

Labor-Management Relations

Labor-management relations includes collective bargaining and its impact on the health care facility. It also includes the ability to recognize and implement fair labor practices, deal effectively with union negotiators, and handle grievances productively.

Materiel Management

Materiel management is the phase of medical logistics that includes managing, cataloging, requirements determinations, procurement, distribution, maintenance, and disposal of supplies and equipment.

Facilities Management

Facilities management is the maintenance and upkeep of real property, such as a building, structure, or utility system. It includes ensuring compliance with regulations (Occupational Safety and Health Administration, fire codes, and requirements for handicap access) and oversight of facility design and construction.

Information Management

Information management involves the principles, methods, and techniques for collecting, analyzing, processing, and delivering information to meet HCMO/Services' requirements.

MEDICAL ETHICS COMPETENCIES

Patient Rights (Informed Consent)

Patient rights include those moral principles and laws regarding the patient's autonomy and self-determination to consent to a specific medical treatment or intervention, and the legal implications of failure to obtain the patient's informed consent.

Patient Rights (“Right to Die,” “Do Not Resuscitate - DNR”)

Patient “right to die” rights consist of ethical and legal principles for obtaining the patient's advance directives (e.g., no resuscitation) and family concurrence, and the ability to carry out the directives. This includes knowledge of the use and legality of living wills, and the legal implications of the removal of life support from a terminal patient.

INDIVIDUAL AND ORGANIZATIONAL BEHAVIOR COMPETENCIES

Individual Behavior

The impact of the commander's behavior and personality on the MHS.

Group Dynamics

Group dynamics is the interaction among members of an intact group. Group dynamics includes the use of team building, empowerment, responsibility, and motivation to enhance group interactions and group productivity.

Conflict Management

Conflict management involves the identification and use of techniques to effectively manage conflicts. It requires the ability to be impartial, and to use negotiating and listening skills.

Communication

Communication occurs when the receiver understands the sender's intended message. Effective communication relies on formal and informal channels established between sender and receiver both internal and external to the HCMO.

Public Speaking

Public speaking is the set of verbal and organizational skills that permit one to effectively communicate ideas and concepts to others who may not have a similar technical or experiential background. It involves the ability to speak to audiences of many types, such as military and dependent beneficiaries, hospital staff, professional groups, community organizations, and others.

Public and Media Relations

Public and media relations are the activities of shaping public opinion as the outcome of effectively delivering one's message in ways that cause it to be understood as intended.

CLINICAL UNDERSTANDING COMPETENCIES

Epidemiological Methods

Epidemiology is the science that deals with the current prevalence and incidence of disease among a population. Disease incidence, endemic diseases requiring immunizations/prophylaxis prior to deployment, population demographics, and health care facility utilization trends all impact the delivery of care within the facility.

Clinical Investigation

Conducting clinical investigation requires compliance with multiple regulatory agency requirements, and federal, state, and local laws concerning the use of human and animal subjects. Clinical investigation also requires judicious use of manpower, facilities, materiel, and fiscal resources.

Alternative Health Care Delivery Systems

Alternative health care systems provide health care in settings other than traditional inpatient hospitals, or by use of patient care settings other than the traditional fee-for-service referral system. Examples of alternative health care systems are: HMOs, PPOs, hospices, home health care organizations, and other community based health care delivery organizations.

PERFORMANCE MEASUREMENT COMPETENCIES

Quality Management (TQM, TQL, QAF)

HCMO commanders will be competent in Quality Management procedures. Quality Management (QM) encompasses the formally defined Service specific programs: USA – Total Quality Management (TQM), USN – Total Quality Leadership (TQL), and USAF – Quality Air Force (QAF). QM emphasizes involvement, empowerment, and continuous performance improvement. It focuses on customer satisfaction, critical processes, statistical measurement, and analysis as the primary tools for organizing and interpreting data. Effective QM resolves systemic problems and deficiencies.

Quantitative Analysis

Ensuring information is available for decision making through the use of analytical tools and methodologies to organize, arrange, and evaluate data.

Process/Outcome Measurement

The use of process and outcome measurement permits the HCMO commander to make data-driven decisions.

Clinical Performance Improvement

Managing clinical performance is an ongoing, iterative process used to ensure the HCMO exploits every opportunity for constant improvement. The effective program includes ongoing assessment of patient care, customer feedback, risk management, provider qualifications, utilization review, and the implementation of corrective and follow-up actions, where indicated.

Part 2 COURSE DESCRIPTIONS BY SPONSOR

This part contains a description of DoD programs and courses selected by the service medical departments because of their presentation of Executive Skills competencies. The offerings described were nominated because of their relevance to the variety of skills and functions inherent in DoD health care delivery. In its original form, this work did not include the service war colleges and the other non-medical courses. Through an opinion survey, MTF commanders stated the importance of these generalist courses in preparing for command, and they were added to the collection. The descriptions are sequenced by the sponsoring service as follows:

- # Army
- # Navy
- # Air Force
- # DoD

Each program or course listed herein was designed to meet a pre-determined set of educational needs. In most cases, course design preceded the identification of Executive Skills competencies which are unique to the command of MTFs and other HCMOs. Because there are common elements in the command of all organizations, there is similarity between the needs of MTF commanders and commanding officers of other types of units. The unique aspect of Executive Skills competencies is their tailoring to the health care function with its unusual complexities and the pressures of a national emphasis for change.

As indicated, the courses listed in this catalog were nominated by medical department representatives because they were known to be relevant to the educational development of medical department officers. This listing is not exclusive. Other courses are sure to address some of the competencies. The intent of this catalog, however, is to capture as many of the courses thought to be relevant to the medical department officer as was reasonable. Courses presented by other disciplinary (functional) areas will also address many of the same subjects, particularly those in the general management skills. It is believed that courses offered by other branches or corps will not be as valuable for the preparation of MTF commanders because of their lack of orientation to the responsibilities inherent in delivering health care.

Similarly, work is in progress to investigate wider usage of distance learning (DL) opportunities. An Air Force DL network has been formed in TRICARE Region VI (San Antonio) and the AMEDDC&S has established a Knowledge Management Network. Other explorations are in progress for possible expansion of DL technology in some of the current residence programs. Cooperative ventures between schools may also enable more Executive Skills content to be added to programs through the use of electives that are disseminated via DL networks. Similar capabilities may become available in other regions as experience with this technology matures.

Other courses may be added to this catalog as they are found to be relevant, or as changes in available courses occur.

ARMY COURSES

Courses described in this section are presented by Army elements at various command levels. They are also presented in a progression of educational levels. First listed is the pre-eminent educational program sponsored by Headquarters, Department of the Army, the U.S. Army War College.

The second category of courses are the intermediate general discipline programs such as those of the Army Command and General Staff College at Fort Leavenworth, Kansas (CAS³, CGSOC, and others).

Third in the sequence are programs and courses of various lengths that are generally designed to further the education of members of the Army Medical Department (AMEDD). Most of these courses are presented by the Army Medical Department Center and School (AMEDDC&S) at Fort Sam Houston, Texas. Many of these courses have been redesigned, or are being redesigned, to more fully incorporate the Executive Skills competencies. Competencies taught in these courses have been reviewed against the Executive Skills Core Curriculum by the respective course directors or faculties.

Courses Offered by the Army Medical Department Center and School (AMEDDC&S) Fort Sam Houston, Texas

AMEDDC&S courses are primarily taught in residence although correspondence or distance learning options exist for some. Students are officers who have been selected for particular assignments (e.g., commands, senior-level logistics managers) as well as officers attending in normal career progression (e.g., officer basic and advanced courses). The AMEDDC&S faculty is predominantly active duty military with appropriate military and health care experience for their respective courses.

In addition to the AMEDDC&S courses listed, each corps offers other highly-specialized courses that are needed for the execution of their functional responsibilities. A selected sample of the most applicable courses and residencies are also described in this section.

Course Title and Location	Page
Carlisle Barracks, Pennsylvania	
U.S. Army War College	A-3
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Command and General Staff Officer School	A-5
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School for Command Preparation	A-9
Fort Sam Houston, Texas	
AMEDD Officer Basic Course	A-11
AMEDD Officer Advanced Course	A-13
Patient Administration Officer Course	A-15
Human Resources Managers Course	A-17
Senior Logistics Medical Materiel Management Course	A-19
Head Nurse Leader Development Course	A-21

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Combat Casualty Care Course (C4)	A-27
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U.S. Army-Baylor University Graduate Program in Healthcare Administration	A-37
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**U.S. Army War College
Carlisle Barracks, Pennsylvania**

Objective: To prepare selected military, civilian, and international leaders to assume strategic responsibilities in military and national security organizations; to educate students about the employment of the U.S. Army as part of a unified, joint, or multinational force in support of the national military strategy; to research operational and strategic issues; and to conduct outreach programs that benefit USAWC, the U.S. Army, and the Nation.

The Army War College (AWC) is responsible for producing graduates who understand how to operate in a strategic security environment, can deal with complex unstructured problems involving national security, and are prepared to render sound advice to decision makers. The AWC emphasizes joint operations and the function of land power as an element of national military strategy.

Eligibility: O-5's and O-6's from all Services and selected DoD civilians from the Federal agencies. International fellows also attend.

Description: The Army War College is the top level Service college that addresses the role of the Army in the full range of military endeavors including war and operations other than war.

The program addresses 20 of the Executive Skills competencies; many of the health/medical competencies are integrated into the curriculum (e.g., the joint exercise program) as planning factors and execution elements. Other health related educational opportunities are available in the wide selection of elective advanced course. Elective courses (taken by only some of the students) were not considered in the estimation of competencies addressed in the curriculum.

Course Length: Attendance at the course requires almost one year when time is included for permanent change of station travel and

accompanying leave. There are 198 academic days of course work divided into three terms.

Modality: Although a non-resident option is available, the program is designed as a full time resident program. Attendance includes a permanent change of station assignment for military officers.

Prerequisites: Selection by a Service selection board for higher educational programs, or by an intra-Service civilian selection process.

Application: Not applicable.

Quotas: As established by Army requirements for the approved force structure; USAF - 25, USN - 14, USMC - 10, and USCG - 1.

Funding: Centrally funded by selection authority.

Obligation: A two-year service obligation is incurred.

Evaluation of Performance: Multi-assessment in seminar groups, papers, speaking opportunities, and other requirements.

Credit Given: Certificate of completion; graduate credit may also be attained.

Institutional Accreditation: Seeking accreditation with Middle States Association of Colleges and Schools.

Faculty: Primarily Ph.D. prepared military and civilian faculty. In AY98, composition was 75 Army officers, 45 civilians, and 16 officers of other services.

Student Distribution: Primarily Army with at least one Navy and one Air Force officer per seminar group.

**U.S. Army War College
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

Medical Doctrine

- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law - General
- * Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- * Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- * Public Speaking
- * Public and Media Relations

Clinical Understanding:

Epidemiological Methods
Clinical Investigation

- * Alt. Health Care Delivery Systems

Performance Measurement:

Quality Management
Quantitative Analysis
Process/Outcome Measures
Clinical Performance Improvement

POC: Dean of Academic Affairs

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Address: U.S. Army War College

Carlisle Barracks, PA 17013-5050

Command and General Staff College
Command and General Staff Officer School

Objective: To educate selected officers in the values and attitudes of the profession of arms and the conduct of military operations during peace, conflict, and war with emphasis at the corps and division levels. The CGSOC prepares officers for duty as field grade commanders and principal staff officers at division and higher echelons.

Eligibility: O-3's thru O-5's selected by Service school selection panels. The student body is tri-Service and invites international officers.

Description: This primary staff college is a multi-disciplinary generalist program. Within its curriculum, 23 Executive Skills competencies are addressed. One of these, medical doctrine, results from participation in an elective (that elective is mandatory for AMEDD officers, optional for others); it is taught by the AMEDD representative on the faculty.

Each class is typically divided into sections of approximately 50 officers who are further organized into four work groups or teams. Each team contains a representative mix of combat, combat support, combat service support, a sister service, and an international officer.

Student officers are encouraged to prepare and present classes on the capabilities of their basic branches (e.g., AMEDD, military police, signal). International officer students are also invited to present orientations on their home country and often involve family members in this multi-cultural experience. A guest speaker program featuring Service and other dignitaries rounds out this intense educational experience.

Course Length: The program of instruction is nine academic months beginning in August. Holiday breaks in December and at Easter extend the period to approximately ten months. The addition of authorized permanent change of station

leave enroute to and from the course may increase the total involvement to one year.

Modality: CGSOC is available as a full time resident program and through non-resident (correspondence) admission. Reserve units also teach the program in local centers. Attendance of the resident program includes a permanent change of station assignment for military officers.

The Center for Army Leadership has recently added a module on critical and creative thinking that is based on the work of the Center for Critical Thinking at Sonoma State University. The module is being integrated into all leadership subject areas and is central to the themes of the draft Field Manual 22-100, Army Leadership.

The FY98 and FY99 programs will be transition years. In FY99 the number of core curriculum hours will be reduced from more than 700 to less than 500 with an increase in the number of elective course that will be required.

Prerequisites: Selection by a Service selection board for higher educational programs.

Application: Not applicable.

Quotas: As established by the Army in accordance with force structure requirements.

Funding: Centrally funded by selection authority.

Obligation: A two-year service obligation is incurred.

Evaluation of Performance: Students are evaluated in several ways. Examinations occur throughout the program of instruction as blocks of instruction are completed and at the end of major subject matter presentations, e.g., tactics. Writing exercises, preparation of a research paper, and the presentation of a briefing to a faculty advisor are also graded events.

Credit Given: Certificate of graduation; a Masters degree in Military Arts and Sciences may

also be awarded when students pre-register and complete additional requirements.

Institutional Accreditation: North Central Association of Colleges and Schools (1995-2005) and accredited by the Chairman, Joint Chiefs of Staff for Joint Education (PJE Phase I) (1997-2002).

Student Distribution: The majority of each class consists of combat arms and combat support officers. Others from combat service support branches, other Services, and international officers round out each staff group. The 1997/98 class composition includes 1,061 officers of which there are 778 Army Active Duty, 64 Army Reserve Components, 45 Navy, 64 Air Force, 20 Marine, and 90 international officers representing 74 countries.

One of the intangible values of the Command and General Staff Officer School is that students get more value from the program than is articulated by the competencies to which they are exposed. This largely occurs through the interaction of students of all Army branches, with the sister services, and with the international students as well.

Faculty: The faculty is primarily composed of Army officers and civilians; most are prepared at the Masters and Ph.D. levels.

Command and General Staff Officer School Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law - General
- * Public Law - International
- Medical Liability
- Medical Staff By-Laws
- * Regulations
- External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- Human Resource Management
- Labor-Management Relations
- * Materiel Management
- * Facilities Management
- * Information Management

Medical Ethics:

- Patient Rights (Informed Consent)
- Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- * Public Speaking
- * Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- Alt. Health Care Delivery Systems

Performance Measurement:

- Quality Management
- Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: Director of Academic Affairs

Phone: (913) 684-2028

Fax: (913) 684-4639

E-mail: kupiszer@leav-emh.army.mil

Address: U.S. Army CGSC

ATTN: Academic Operations

Fort Leavenworth, KS 66027

**Command and General Staff College
Combined Arms and Services Staff School**

Objective: To train officers of the active and reserve components to function as staff officers in battalion, brigade, and division/installation level organizations.

Eligibility: Senior O-2s and O-3s who have graduated from an officer advanced course (OAC) and Phase I nonresident portion if applicable. Effective in FY99, this course will be aligned and synchronized as a follow-on to the OACs taught by the Army branches.

Description: The Combined Arms and Services Staff School (CAS³) contains 31 academic days. Its goals are to improve ability to analyze and solve military problems, impart communication skills, improve ability to interact and coordinate as a staff member, and to enhance understanding of Army organizations, operations, and procedures.

CAS³ teaches staff missions by defining and tracing the development of staffs and staff roles. It teaches what staffs do by training students in common and collective staff procedures and skills. It teaches how the staff performs its mission by requiring students to apply acquired skills and knowledge in responding to situations in simulated garrison and tactical environments. Officers learn to perform as staff members in a successful warfighting situation that incorporates Army operations doctrine.

Course Length: Six weeks. Seven cycles plus a Reserve Component cycle are conducted each year with a maximum attendance of 6,000 students.

Modality: CAS³ is a full time intensive program capitalizing on staff groups of 11 or 12 students. Each group is led by a field-grade officer who facilitates group instruction, evaluates student performance, and teaches as necessary. Groups are mixed corps.

There are two program phases. The first phase is non-resident preparatory focusing on understanding of quantitative skills, tactical sustainment, Army equipment, organization and operations, and combined arms operations. The subsequent in-residence phase concentrates on practical application.

Officers enroll in Phase I after completing their branch OAC; they can also enroll at other times. Phase I consists of 12 subcourses or modules. Officers take an open book end-of-module exam after completing a module and send their answers to Ft. Leavenworth for scoring. After completing all modules, they take the Comprehensive Exam, also in open book mode. When officers successfully complete the exam, they are eligible to attend Phase II.

Phase II contains 227.5 hours of instruction. The 12-member staff groups are kept together throughout the course. Each works with a faculty staff leader who is responsible for the entire body of instruction.

The curriculum consists of a course-long scenario with each officer performing in the role of an officer in the 52d Infantry Division (Mech). Much of the curriculum consists of problems that resemble real world staff problems. These help students learn and improve the staff skills that are course objectives.

Prerequisites: Selection by branch/corps panel. Officers must have credit for completion of a branch OAC or equivalent and must have completed Phase I. Officers must meet height and weight standards in accordance with AR 600-9. As of 1 October 1996, those OPMD-managed officers graduating from OACs after 1 October 1996 are not required to complete Phase I.

Application: Board selection.

Quotas: Quotas are as established by Service policy.

Funding: Centrally funded.

Obligation: One year service commitment.

Evaluation of Performance: There are no exams, but officers receive evaluations on numerous individual and group products. Students receive prompt feedback on all products so that they can improve performance. Each student receives peer review and feedback and extensive instructor counseling, under the Leadership Assessment and Development Program. The final course grade is pass or fail.

Credit Given: Certificate of completion.

Student Distribution: Army captains and first lieutenants who have completed their respective officer advanced course.

Faculty: Staff group leaders are usually lieutenant colonels who hold Masters degrees and are experienced in practical applications of the curriculum.

Combined Arms and Services Staff School Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- Managing Change and Innovation
- Leadership

Health Law/Policy:

- Public Law - General

- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

- Patient Rights (Informed Consent)
- Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- Conflict Management
- * Communication
- * Public Speaking
- Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- Alt. Health Care Delivery Systems

Performance Measurement:

- Quality Management
- Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: Chief, Curriculum Affairs,
Standardization, and Evaluation
Phone: (913) 684-3833
Fax: (913) 684-2110
E-mail: towersd@leav-emh1.army.mil

Address: Director, CAS3
ATTN: ATZL-SWB-CASE
USACGSC
1 Reynolds Ave, Bldg 111
Fort Leavenworth, KS 66027-1352

**Command and General Staff College
School for Command Preparation
(Brigade and Battalion Pre-Command)**

Objective: To assist command selectees in their preparation for command. The course ensures common understanding of current tactical directives of primary significance to the Army leadership.

Eligibility: Appearance on a command selection list. Students are battalion and division-level active and reserve component command selectees, TRADOC school commandants, and deputy commandants.

Description: This program begins with a self-study phase followed by some combination of (1) a week of legal orientation and issues presented at the University of Virginia, Charlottesville, (2) the one-week Fort Leavenworth portion addressed here, and (3) two weeks at the respective branch school (e.g., AMEDD, infantry, armor, engineer)

Course Length: The pre-command experience may take up to four weeks at three or four installations as determined by the officer's command assignment. AMEDD officers only attend the first of three possible Fort Leavenworth weeks unless they are enroute to a TO&E unit. In that event, they also attend the Tactical Commander's Development Course (TCDC) the second week. Combat arms command selectees also attend the Battle Command Development Course (BCDC — multiple tracks) the third week.

The Fort Leavenworth portion of the pre-command experience is taught monthly.

Modality: The CGSC portion of the course (the common first week) concentrates on presentations by guest speakers including the Army Chief of Staff, the TRADOC commander, the Deputy Chief of Staff for Personnel, and the Deputy Chiefs of Staff for Intelligence, Operations, and Logistics among others. Therefore, the course content varies and is considered to consistently address only the decision making competency.

The course uses a JANUS simulation in the TCDC and BCDC phases.

Prerequisites: Command selection.

Application: Not applicable; automatic upon notification of reassignment to command.

Quotas: Quotas as per command selection lists.

Funding: Central funding.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Certificate.

Student Distribution: Army command selectees.

Faculty: Primarily key Department of the Army principal staff chiefs.

**School for Command Preparation
(Brigade and Battalion Pre-Command)
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

- Patient Rights (Informed Consent)
- Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- Individual Behavior
- Group Dynamics
- Conflict Management
- Communication
- Public Speaking
- Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- Alt. Health Care Delivery Systems

Performance Measurement:

- Quality Management
- Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: Director of Academic Affairs

Phone: (913) 684-2028

Fax: (913) 684-4639

E-mail: kupiszer@leav-emh.army.mil

Address: Command and General Staff College
Fort Leavenworth, KS 66027

AMEDDC&S
Officer Basic Course (All Corps)

The Officer Basic Course (OBC) is designed to provide performance oriented Initial Entry Training (IET) to newly commissioned Army Medical Department (AMEDD) officers.

Objective: OBC is the source of initial active duty and branch qualification training for AMEDD officers to enable them to adapt to, and function within, the military environment. It also provides training to meet the requirements of Title 10, US Code, and the minimum skills required for deployment outside the continental U.S.

Eligibility: Active and Reserve Component AMEDD officers requiring Initial Entry Training.

Description: The course is divided into three modules: Preparatory, Common Core, and Track. The Preparatory Module is for those students with no prior military experience (i.e., no prior service, ROTC, OCS, etc.), and is designed to provide newly commissioned AMEDD officers a professional foundation in the AMEDD's Leader Development Program. After completion of this module, these students attend the Common Core Module along with those OBC students who have had prior military experience. The Common Core Module focuses on developing competency to perform officer/soldier skills, an attitude of professionalism in performance of assigned duties, and a background knowledge of the Army and AMEDD organization and operations. After completion of this module, students participate in Area of Concentration (AOC) specific training.

The course addresses 28 competencies at the basic officer entry level.

Course Length: OBC requires eight to nine weeks, followed by AMEDD corps-specific training. The Preparatory Module (see "**Description**," above) is one week in length, while the Common Core is eight weeks in length). The specialty training tracks vary from one week and

one day to five weeks, depending on AOC (e.g., two weeks for Army Nurse Corps, three weeks for Medical Service Corps, five weeks for Veterinary Corps officers).

Modality: The course is taught only in residence as a temporary duty (TDY) assignment.

Prerequisites: Commissioned AMEDD officers who have not received credit for any other AMEDD Officer Basic Course.

Application: Enrollment is automatic for Initial Entry Training.

Quotas: Quotas are established by the AMEDD.

Funding: Attendance is centrally funded by the selection authority.

Obligation: Active Component officers do not incur any additional service obligation for course attendance. Army National Guard and U.S. Army Reserve officers are governed by NGR 350-1 or AR 135-200, respectively.

Evaluation of Performance: All academic material is tested through written examinations. These examinations are objective in nature, and are prepared with primary reference to instructional objectives. Certain common soldier tasks (e.g., land navigation, communications, etc.) are evaluated via a hands-on test, conducted under field conditions.

Credit Given: Students receive a diploma. Credit at the undergraduate level may be awarded by some colleges; however, all students have undergraduate degrees.

Institutional Accreditation: The American Council on Education Center for Adult Learning and Educational Credentials evaluates OBC in terms of academic college credit.

Faculty: The faculty is composed of Army officers and senior non-commissioned officers having backgrounds in field units, to include some having command time, and others having served in

fixed medical facilities. There are also civilian faculty members for parts of the course.

**Officer Basic Course
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Military Mission
- * Joint Operations/Exercises
Total Force Management
- * NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law (General)
- * Public Law (International)
- * Medical Liability
Medical Staff By-Laws
- * Regulations
- * External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- * Labor-Management Relations
- * Materiel Management
Facilities Management
Information Management

Medical Ethics:

- Patient Rights (Informed Consent)
- Patient Rights ("Right to Die"/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
Conflict Management
- * Communication
- * Public Speaking

- * Public and Media Relations

Clinical Understanding:

- * Epidemiological Methods
- * Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
Quantitative Analysis
Process/Outcome Measures
Clinical Performance Improvement

POC: Assistant Course Director

Phone: (210) 221-6406/8357

Fax: (210) 221-8372

E-mail:

Address: AMEDD Center & School, ATTN:
MCCS-HHS, 3151 Scott Road, Fort Sam
Houston, TX 78234-6139

AMEDDC&S
Officer Advanced Course

Objective: To train officers from the Active and Reserve Components to function as commanders and staff officers with the Army in the field.

Eligibility: Army Medical Department officers in the grade of captain or major who have successfully completed an Officer Basic Course and have not yet received credit for an Army Advanced Course. Students of the resident phase must have completed four years time in service.

Description: The course is conducted in two phases: Phase I is a nonresident phase consisting of 17 distance learning courses available on the Internet, on CD-ROM, or in paper copies. Students have one year to complete Phase I. Phase II is 10 weeks in residence at Fort Sam Houston, TX. It is conducted four times per year.

The course addresses 31 Executive Skills competencies; the competencies are integrated into five practical exercises culminating in a medical staff exercise. Other clinical associated competencies are integrated into "tracks" administered by the specific corps (e.g. Medical Corps, Nurse Corps, Veterinary Corps, Army Medical Specialist Corps, Dental Corps, and Medical Service Corps).

Course Length: Resident phase is 10 weeks in length.

Modality: Phase I must be completed within one year of application; Phase II must be completed within one year of completion of Phase I. Phase II is conducted in a TDY status. Phase I is conducted via distance learning mode; Phase II is conducted in a small group mode, utilizing the computers to facilitate self learning.

Prerequisites: Completion of a qualifying Officer Basic Course, Captains or Majors with 4 years time in service. For attendance at the resident phase must have completed Phase I.

Application: Applications for Phase I are submitted to Nonresident Instruction Branch, AMEDD C&S, Ft Sam Houston, TX 78234 utilizing DA Form 149; applications for Phase II are submitted to branch manager, PERSCOM, utilizing DA Form 3838.

Quotas: Primarily Army; other services invited to attend; International Military Officers as directed.

Funding: Centrally funded through the MTSA.

Obligation: Officers completing Phase II incur a one year service obligation.

Evaluation of Performance: Testing of oral and written communication abilities. Comprehensive examination covering Phase I.

Credit Given: Military Education Level (MEL) 6; Medical Corps officers receive 50 CME credits.

Institutional Accreditation: Southern Association of Colleges and Schools.

Faculty: Military officers representing all AMEDD corps' and in the rank of CPT through LTC.

Officer Advanced Course
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
Joint Operations/Exercises
- * Total Force Management
- * NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law - General
- * Public Law - International
- * Medical Liability
- Medical Staff By-Laws
- * Regulations
- * External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- * Labor-Management Relations
- * Materiel Management
- Facilities Management
- * Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- * Patient Rights (Right to die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- * Public Speaking
- * Public and Media Relations

Clinical Understanding:

- * Epidemiological Methods
- Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- * Quantitative Analysis
- * Process/Outcome Measures
- Clinical Performance Improvement

POC: Chief, Medical Operations Branch
 Department of Healthcare Operations
 Phone: (210) 221- 6047/7453
 Fax: (210) 221-6489
 E-mail:

Address: AMEDD Center & School
 Ft Sam Houston, TX 78234

AMEDDC&S
Patient Administration Officer Course

Objective: To prepare Army Medical Service Corps officers in the management of medical information technologies in both deployed operations and contemporary managed care environments, battlefield and contingency aeromedical evacuation operations in a joint environment, and casualty tracking and accountability.

Eligibility: Students are Army active duty Medical Service Corps commissioned officers. The course is available to reserve component members through non-resident instruction.

Description: Three classes are taught each year beginning in January, April, and June. The June class is a 2-week session for reservists, and it is preceded by a correspondence requirement.

The Patient Administration Course addresses 31 Executive Skills competencies.

Course Length: The course is seven weeks. An abbreviated course is offered during contingency and mobilization periods.

Modality: The course is taught as a residence course with students on temporary duty. The course relies heavily on automation technology due to its emphasis on management of health information in both contingency operations as well as contemporary managed care environments. Students obtain a basic understanding and receive hands-on instruction on the Composite Health Care System (CHCS), Corporate Executive Information System (CEIS), Third Party Outpatient Collection System (TPOCS), Ambulatory Data System (ADS), Theater Army Medical Management Information System (TAMMIS), and Patient Accounting and Reporting Realtime Tracking System (PARRTS).

Prerequisites: Candidates must have completed the Officer Basic Course and be in the grade 01

through 03 (01 through 04 for reservists). Additionally, all students entering the course should be familiar with Microsoft Office (MS) software to include MS Word, MS Excel, and MS PowerPoint.

Application: Candidates may apply using DA Form 3838.

Quotas: Quotas are managed by corps assignment officers.

Funding: Attendance is centrally funded.

Obligation: A one-year service obligation is incurred.

Evaluation of Performance: Academic material is tested by formal written examinations based upon lesson objectives. Additionally, students are required to prepare a written research project and present the findings of their project to the class.

Credit Given: Students receive certificates upon completion of the course.

Institutional Accreditation: Southern Association of Colleges and Schools.

Faculty: Patient administration officers who hold Master's degrees and have appropriate experience performing PAD functions.

Patient Administration Officer Course
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e. contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management

- * NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- Managing Change and Innovation
- Leadership

Health Law/Policy:

- * Public Law - General
- * Public Law - International
- * Medical Liability
- * Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- * Labor-Management Relations
- * Material Management
- Facilities Management
- Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- * Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- Individual Behavior
- Group Dynamics
- Conflict Management
- * Communication
- * Public Speaking
- Public and Media Relations

Clinical Understanding:

- * Epidemiological Methods
- * Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- * Quantitative Analysis
- * Process/Outcome Measures
- * Clinical Performance Improvement

POC: Course Director, COL Thresher
Phone: (210) 221-8057

Fax: (210) 221-6908

Address: Academy of Health Science,
Department of Healthcare Operations (MCCS-
HHP), 3151 Scott Road, Suite 2512, Fort Sam
Houston, TX 78234-6135

AMEDDC&S
Human Resources Managers Course

The Human Resources Managers' Course is designed to prepare Army Medical Service Corps officers for assignment as Personnel Officers. This course addresses the responsibilities of the personnel officer at battalion and higher levels.

Objective: To provide an understanding of the many personnel functions and capabilities that the personnel staff officer will have to apply to perform the critical tasks associated with personnel issues. The course prepares officers to effectively function as health services personnel managers in any AMEDD unit.

Eligibility: Medical Service Corps Junior officers designated for assignment as personnel officers.

Description: The human resources managers' course is a fifteen-day residential course taught once each year during the month of June. The course addresses 17 Executive Skills competencies.

Course Length: Fifteen days.

Modality: Full time, TDY.

Prerequisites: Interested in becoming personnel officer.

Application: Students are enrolled through PERSCOM short term schooling branch.

Quotas: There are approximately 30 students per class including 10 spaces for Army Reserve and National Guard components. Active duty quotas are handled through the Department of the Army Short Term Schooling Office.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: None.

Credit Given: None.

Institutional Accreditation: None

Faculty: AMEDDC&S instructors and other select subject matter experts generally O-3 or above.

Human Resources Managers Course
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e. contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- * Understanding Military Mission
- Joint Operations/Exercises
- * Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law – General
- Public Law – International
- Medical Liability
- Medical Staff By-Laws
- * Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- * Human Resource Management
- * Labor-Management Relations
- Materiel Management

- Facilities Management
- * Information Management

Medical Ethics:

- Patient Rights (Informed Consent)
- Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- * Public Speaking
- Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- Alt. Health Care Delivery Systems

Performance Measurement:

- Quality Management
- Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: Course Director, COL Thresher

Phone: (210) 221-7434

Fax: (210) 221-6489

E-mail: CPT_Linda_Carmen@medcom2.
smtplink.amedd.army.mil

Address: Department of Healthcare Operations,
3151 Scott Road, Fort Sam Houston, TX 78234-
6135

AMEDDC&S
Senior Logistics Medical Materiel
Management Course

The Senior Logistics Medical Materiel Management Course was formerly presented at the AMEDDC&S in conjunction with the U.S. Army-Baylor University Graduate Program in Healthcare Administration. It is now a separate course emphasizing the transition from TO&E to TDA logistics operations in medical activities. In contrast to the Medical Logistics Officer course which prepares officers for the Table of Organization and Equipment (TO&E) unit assignments, this course was designed for more senior officers who are likely to assume management positions in Medical Department Activity/Medical Centers (MEDDACs/MEDCENS).

Objective: Prepare medical department officers for primary duties in medical logistics at major medical centers.

Eligibility: Students are generally O-3s and O-4s who have a background in medical logistics. The course is also attended by warrant officers and DoD civilian employees in grade GS-7 and above.

Description: Course material is oriented toward a DoD-wide application rather than exclusively Army operations. It includes a variety of logistics related issues such as JCAHO, facility management, contract issues, and regulated medical waste, among others. Each class is designed for 20 students.

Course Length: Ten weeks.

Modality: The course is taught in residence. Computer base training will be used to prepare officers for medical logistics assignments.

Prerequisites: Graduate of the 8BF20 course and/or expected to be assigned to a TDA logistics position.

Quotas: Army Officers, warrants, and civilian personnel.

Funding: Attendance is funded by the parent organization of the student.

Obligation: None.

Evaluation of Performance: Academic materiel is tested. Additionally, several practical Exercises such as the formulation of a business plan or the writing of work statements and contract specifications is required.

Institutional Accreditation: None.

Faculty: The faculty is composed of logistics officers who hold Master's degrees and have had appropriate medical logistics experience.

Senior Logistics Medical Materiel
Management Course
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e. contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- * NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- * Organizational Design
Decision Making

- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Address: Department of Healthcare Operations,
ATTN: MCCS HHM, CDR, AMEDDC&S, 3151
Scott Road, Fort Sam Houston, TX 78234-6100

Health Law/Policy:

- Public Law - General
- * Public Law - International
- * Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- * Labor-Management Relations
- Material Management
- Facilities Management
- * Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- * Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- * Public Speaking
- * Public and Media Relations

Clinical Understanding:

- * Epidemiological Methods
- * Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- * Quantitative Analysis
- * Process/Outcome Measures
- * Clinical Performance Improvement

POC: Chief, Logistics Management Branch
Phone: (210) 221-6651
Fax: (210) 221-7786
E-mail: ltc_vikki_stocker@medcom2.
smtplink.amedd.army.mil

AMEDDC&S
Head Nurse Leader Development Course

Objective: To prepare Army Nurses and Department of the Army Civilian (DAC) RNs to function in mid-level leadership and management positions in AMEDD facilities including assumption of roles as head nurses in medical treatment facilities and deployable medical units. Students of the Head Nurse leader Development Course are mid-level nursing managers, usually captains, occasionally majors and lieutenants.

Eligibility: Officers and DOD civilian employees generally in grade captain or equivalent. Occasional international students also attend.

Description: The course is a two-week residence program. Five presentations are scheduled each year. Approximately half of each class is active component and half reserve component.

The course provides executive skills content with emphasis on personal leadership skills development, defining organizational milieu and decision making methods which facilitate efficient and effective management of personnel, logistics, training and fiscal responsibilities.

Course length: Two weeks.

Modality: The course is taught in residence with students in TDY status.

Prerequisites: Active and reserve ANs and DAC RNs with an actual or anticipated assignment to a clinical head nurse, company grade or junior field grade position within a medical unit.

Other prerequisites include: Completion of AMEDD Officer Basic Course, valid RN licensure, minimum of one year of experience in military nursing, and ANs must be in compliance with AR 600-9 and AR 350-15 physical standards.

Selected prerequisites can be waived on an individual basis.

Application: Active component selection by chief nurses at MTFs via the Nurse Corps branch, from CN, USARC for TPU's, from ARPERCEN for IRR, IMA and AGR; and from ARNGB for ARNG.

Quotas: Class quotas are controlled by the respective corps assignment officers. Approximately 30 active component and 30 reserve component quotas per course.

Funding: Attendance is centrally funded.

Obligation: None

Evaluation of Performance: None.

Credit Given: The course awards 82 continuing education contact hours.

Institutional Accreditation: Southern Association of Colleges and Schools.

Faculty: The faculty is composed of AMEDD officers, NCOs and DACs who are identified as subject matter experts for the areas of instruction. Civilian consultants are contracted for seminar presentations as well.

Head Nurse Leader Development Course
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
Understanding Military Mission
Joint Operations/Exercises
- * Total Force Management

NDMS Management/DVA Role
Medical Readiness Training

- * Contingency Planning

General Management:

- * Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law - General
- * Public Law - International
- * Medical Liability
- * Medical Staff By-Laws
- * Regulations
- * External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- * Labor-Management Relations
- * Materiel Management
- Facilities Management
- * Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- * Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- Public Speaking
- Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- * Quantitative Analysis
- * Process/Outcome Measures
- * Clinical Performance Improvement

POC: Course Director

Phone: (210)221-8231/6080

Fax: (210)221-8114

Email: rank.first.last@cs.amedd.army.mil

Address: Department of Nursing Science
(MCCS-HNI), 2250 Stanley Road, Ft Sam
Houston, TX 78234-6140

AMEDDC&S
Advance Nurse Leadership Course

Objective: To prepare Army Nurses and Department of the Army Civilian (DAC) RNs to function in advanced leadership and management and staff positions in fixed and deployable hospitals. The students in this course are senior AMEDD personnel, usually lieutenant colonels, occasionally majors and colonels.

Eligibility: Officers and DOD civilians generally in the grade of major and lieutenant colonel or equivalent. Occasional international students also attend.

Description: Approximately half of each class is active component and half reserve component. The course provides executive skills content with emphasis on major trends in health care delivery system; personal leadership skills development; and decision-making and resource management strategies that will support the mission of the Army Medical Department.

Course length: The course is a two-week residence program. Three presentations are scheduled each year.

Modality: The course is taught in residence with students in TDY status. Remote site VTC for training.

Prerequisites: Active and reserve ANs and DAC RNs with an actual or anticipated AMEDD assignment involves advanced nursing administration and management responsibilities. Other prerequisites include: Completion of AMEDD Officer Advanced Course, valid RN licensure, and ANs must be in compliance with AR 600-9 and AR 350-15 physical standards. Selected prerequisites can be waived on an individual basis.

Application: Active component selection by chief nurses at MTFs via the Nurse Corps branch, from CN, USARC for TPUs, from ARPERCEN for IRR, IMA and AGR; and from ARNGB for ARNG.

Quotas: Class quotas are controlled by the respective components corps assignment officers. Approximately 30 active component and 30 reserve component quotas per course.

Funding: Attendance is centrally funded.

Obligation: None

Evaluation of Performance: None.

Credit Given: The course awards 86.2 continuing education contact hours.

Institutional Accreditation: Southern Association of Colleges and Schools.

Faculty: The faculty is composed of AMEDD officers, NCOs and DACs who are identified as subject matter experts for the areas of instruction. Personnel from the Center for Army leadership at C&GSC conduct a multi-day seminar. Civilian consultants are sometimes contracted for seminar presentations as well.

AMEDD Advanced Nurse Leadership Course
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
Understanding Military Mission
Joint Operations/Exercises
- * Total Force Management
NDMS Management/DVA Role

Medical Readiness Training
Contingency Planning

Email: rank.first.last@cs.amedd.army.mil

General Management:

- * Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law - General
- * Public Law - International
- Medical Liability
- * Medical Staff By-Laws
- * Regulations
- * External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- * Labor-Management Relations
- * Materiel Management
- * Facilities Management
- * Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- * Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- Public Speaking
- Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- * Quantitative Analysis
- * Process/Outcome Measures
- Clinical Performance Improvement

POC: Course Director

Phone: (210)221-8231/6080

Fax: (210)221-8114

AMEDDC&S
Brigade Surgeon Course

The Army Medical Department Center and School (AMEDDC&S) is responsible for producing health care professionals who understand how to operate in a combat environment.

Objective: To prepare Medical Corps (MC) officers for assignment as Brigade Surgeons. This course addresses the responsibilities of the brigade surgeon and division level combat health support (CHS).

Eligibility: Medical Corps officers selected for assignment as brigade surgeons.

Description: The course is taught once each year in August. It emphasizes health issues occurring at the brigade or division task force level. The course addresses latest trends in tactical delivery of health care including the use of telemedicine and other automated systems. The course addresses 18 Executive Skills competencies.

Course Length: The course is a 10-day residential event conducted at the Academy of Health Sciences, 3151 Stanley Road, building 2481, Fort Sam Houston, TX, in the AMEDD Executive Skills Technology Center (AESTC), Fort Sam Houston, San Antonio, Texas.

Modality: Full time, TDY course.

Prerequisites: Selection as a brigade surgeon.

Application: Active Duty MC officers assigned as a brigade surgeon or MC officers selected by the Reserve or Army National Guard must submit a DD Form 3838, to MC Branch, DSN 295-2390.

Quotas: Primarily designed for 40 MC officers currently assigned as brigade surgeons.

Funding: Centrally funded.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Certificate of Completion, 70-80 CME hours are granted per course, and an additional skill identifier is awarded.

Faculty: AMEDDC&S Staff, currently assigned subject matter experts, and guest speakers.

Brigade Surgeon Course
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e. contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
 - Total Force Management
 - NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law – General

Public Law – International
Medical Liability
Medical Staff By-Laws

- * Regulations
- External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
Labor-Management Relations
- * Materiel Management
Facilities Management
- * Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
Conflict Management
- * Communication
Public Speaking
Public and Media Relations

Clinical Understanding:

- * Epidemiological Methods
Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
Quantitative Analysis
Process/Outcome Measures
Clinical Performance Improvement

POC: Course Director, COL Thresher

Phone: (210) 221-8002, DSN 471-8002

Fax: (210) 221-6489

E-mail:

Address: Department of Healthcare Operations,
3151 Scott Road, Fort Sam Houston, TX 78234-
6135

AMEDDC&S
Combat Casualty Care Course (C4)

Objective: The objective of this field oriented course is to prepare students for deployment with joint or multi-service units to carry out Echelon I/II Medical Care under austere combat conditions. The course focuses on developing mission required capabilities through accomplishing tasks at the tactical level of war.

Eligibility: Personnel assigned or eligible for assignment to a deployable medical facility or unit.

Description: Students incrementally are progressed through read ahead materials, lectures, and practical exercises culminating in a rotational, continuous operation of echelon I and II medical facilities. The curriculum includes 21 Executive Skills competencies both in direct instruction and as planning factors and execution elements.

Course Length: Nine days.

Modality: The program is a full time resident program. The course is field based and requires physical conditioning prior to attendance. Students will live in austere conditions with limited facilities.

Prerequisites: The program is an introductory course with no academic prerequisites. However, physical readiness is required. No students with profiles or medical boards will be accepted into the course.

Application: Not applicable.

Quotas: Managed through the Army Training and Reporting System (ATARS).

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Successful completion of hands-on exercises and with complete attendance of the course.

Credit Given: Certificate of completion; Graduate credit may also be individually obtained; course validation for graduate credit is currently in process.

Institutional Accreditation: Application will be made through the Office of the Service Surgeon General, United States Army.

Faculty: Defense Medical Readiness Institute staff.

Combat Casualty Care Course (C4)
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
Total Force Management
NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law - General
- * Public Law - International
- * Medical Liability
Medical Staff By-Laws
- * Regulations

External Accreditation

Health Resources Allocation and Management:

Financial Management

- * Human Resource Management
- * Labor-Management Relations
- * Materiel Management
- * Facilities Management

Information Management

Medical Ethics:

Patient Rights (Informed Consent)

Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
 - * Group Dynamics
 - * Conflict Management
 - * Communication
 - * Public Speaking
- Public and Media Relations

Clinical Understanding:

Epidemiological Methods

Clinical Investigation

Alt. Health Care Delivery Systems

Performance Measurement:

Quality Management

Quantitative Analysis

Process/Outcome Measures

Clinical Performance Improvement

POC: Director, Program Development DMRTI

Phone: (210) 221-9448

Fax: (210) 221-2239

E-mail:

Address: Defense Medical Readiness Training
Institute, 1706 Stanley Road, Bldg 2263, Fort
Sam Houston, TX 78234.

AMEDDC&S
Combat Casualty Management Echelon III
(C4A)

Objective: The objective of this course is to prepare students for deployment with joint or multi-service units/forces to carry out Echelon III Level Medical Services. The course focuses on decision making processes and resource management techniques used in the current operational environment. Students will leave the course with the capability to manage joint health service support to combat forces throughout the continuum of military operations

Eligibility: Executive staff assigned or eligible for assignment to a deployable medical treatment facility, unit, or staff.

Description: Students are progressed through a series of lectures and practical exercises to complete an orientation to combat service support at the operational level of war. The curriculum includes 21 Executive Skills competencies both in direct instruction and as planning factors and execution elements.

Course Length: Five days.

Modality: The program is a full time resident program.

Prerequisites: The program is an introductory course with no academic prerequisites, however, a senior mobility position is required preferably at the O-5 and O-6 level.

Application: Not applicable.

Quotas: Managed through the Army Training and Reporting System (ATARS).

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Successful completion of hands-on exercises with complete course attendance.

Credit Given: Certificate of completion; Graduate credit is obtained prior to each course; course validation for graduate credit is currently in progress.

Institutional Accreditation: Application will be made through the Office of the Service Surgeon General, United States Army.

Faculty: Major command and flag level guest lectures representing the forces in today's operational environment.

Combat Casualty Management Echelon III
(C4A)
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- * NDMS Management/DVA Role
- Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- * Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law - General
- * Public Law - International
- * Medical Liability

Medical Staff By-Laws

- * Regulations

External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- * Labor-Management Relations
- * Materiel Management
- * Facilities Management
- * Information Management

Medical Ethics:

Patient Rights (Informed Consent)

Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

Individual Behavior

Group Dynamics

Conflict Management

- * Communication

- * Public Speaking

Public and Media Relations

Clinical Understanding:

Epidemiological Methods

Clinical Investigation

Alt. Health Care Delivery Systems

Performance Measurement:

Quality Management

Quantitative Analysis

Process/Outcome Measures

Clinical Performance Improvement

POC: Director, Program Development DMRTI

Phone: (210) 221-9448

Fax: (210) 221-2239

E-mail:

Address: Defense Medical Readiness Training
Institute, 1706 Stanley Road, Bldg 2263, Fort
Sam Houston, TX 78234.

AMEDDC&S
Division Surgeon Course

Objective: To prepare officers who will be serving as Army Division Surgeons to support the division commander with regard to health issues occurring within the command.

Eligibility: Major and Lieutenant Colonel Medical Corps officers designated for assignment as division surgeons.

Description: The division surgeon course is a five-day residential offering taught once each year in the May time frame. The course addresses 17 Executive Skills competencies and includes current trends in medicine.

Course Length: Five days.

Modality: Full time, TDY.

Prerequisites: Majors and Lieutenant Colonels selected for division surgeon.

Application: Selection for division surgeon.

Quotas: There are approximately 30 students per class including 10 spaces for Army Reserve and National Guard components. Active duty quotas are handled thru the Department of the Army Medical Corps branch manager.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Certificate of completion and 35 to 40 hours of CME credit is awarded.

Institutional Accreditation: Southern Association of Colleges and Schools.

Faculty: AMEDDC&S staff senior instructors and other select subject matter experts generally at the rank of Lieutenant Colonel or above.

Division Surgeon Course
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e. contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- * Regulations
- External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- Human Resource Management
- Labor-Management Relations
- * Materiel Management
- Facilities Management
- * Information Management

Medical Ethics:

- Patient Rights (Informed Consent)
- Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
 - Conflict Management
- * Communication
 - Public Speaking
 - Public and Medial Relations

Clinical Understanding:

- * Epidemiology Methods
 - Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- Quality Management
- Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: Course Director, COL Thresher

Phone: (210) 221-7476

Fax: (210) 221-6489

E-mail: cpt_robert_hathaway@
medcom2.smtplink.amedd.army.mil

Address: Department of Healthcare Operations,
3151 Scott Road, Fort Sam Houston, TX 78234-
6135.

**AMEDDC&S
Executive Skills
6A-F4**

Objective: To prepare senior AMEDD executives and AMEDD leaders, specifically, Deputy Commander for Administration (DCA), Deputy Commander for Clinical Services (DCCS), and Chief, Departments of Nursing (C, DON), for their roles and responsibilities.

Eligibility: Active duty AMEDD commissioned officers of the Medical Corps with assignments as DCA, DCCS, or C, DON.

Description: One class is scheduled each year in the April-May time frame. There are approximately 50 students per class. The course addresses the Executive Skills competencies of particular relevance to the target audience.

This course was formerly called the Deputy Commander for Clinical Services Course.

Course Length: Two weeks.

Modality: The course is two weeks long and it is taught in residence. Students are on temporary duty status.

Prerequisites: Must have completed the AMEDD Officer Advanced Course. Must meet height and weight standards in accordance with AR 600-9. USAR officers can attend on a space available basis.
Students must bring laptop computers to class.

Application: Contact assignment officer upon selection for assignment as a DCA, DCCS, or C, DON.

Quotas: Quotas are controlled by the assignments officer.

Funding: AMEDDC&S using Executive Skills Program resources.

Obligation: None.

Evaluation of Performance: Daily critiques, formal end of course survey, and 6-month follow-up survey.

Credit Given: CEUs/G.M.E.

Institutional Accreditation: Southern Association of Colleges and Schools.

Faculty: The course is taught by experienced senior military officers with appropriate medical education and MTF experience, and by civilian experts/guest speakers.

**AMEDD Executive Skills
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e. contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- * NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law - General
- * Public Law - International

- * Medical Liability
- * Medical Staff By-Laws
- * Regulations
- * External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
 - Labor-Management Relations
- * Materiel Management
- * Facilities Management
- * Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- * Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- Individual Behavior
- * Group Dynamics
 - Conflict Management
- * Communication
- * Public Speaking
- * Public and Medial Relations

Clinical Understanding:

- Epidemiology Methods
- * Clinical Investigation
 - Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- * Quantitative Analysis
- * Process/Outcome Measures
- * Clinical Performance Improvement

POC: LTC McCarthy

Phone: (210) 221-7482

Fax: (210) 221-7438

E-mail: LTC_Timothy_McCarthy@
medcom2.smtplink.amedd.army.mil

Address: Academy of Health Sciences, Center
for Healthcare Education and Studies, Leadership
Instructional and Innovation Branch (MCCS-
HRL), 3151 Scott Road (Bldg 2841), Fort Sam
Houston, TX 78234-6135.

AMEDDC&S
Battalion/Brigade Pre-Command Course

The AMEDDC&S Pre-Command Course is responsible for preparing lieutenant colonels and colonels who have been selected for command positions in TOE and TDA units. The Pre-Command Course is conducted at the direction of the Army Chief of Staff.

Objective: To ensure battalion and brigade command selectees possess a common understanding of current U.S. Army training and operations, current issues/trends, transition to command, medical readiness, and combat health support.

Eligibility: Active and Reserve Component commissioned officers, Lieutenant Colonel and Colonel. Priority is given to active duty officers although reserve officers are admitted on a space-available basis.

Description: Three primary phases must be attended by all command designees and two supplementary phases if necessary in accordance with training requirements. The phases are: (1) self-study phase administered by Command and General Staff College (CGSC); (2) second phase administered and conducted at CGSC; (3) branch specialty phase as appropriate (AMEDD officers attend 7M-F10 [this] course conducted at Fort Sam Houston); (4) language phase (when officer has command assignment overseas); (5) the Senior Officer Legal Orientation (SOLO) phase at the Judge Advocate General School (for Special Courts Martial convening authorities).

Please refer to the School for Command Preparation on a previous page; it describes the pre-command course conducted by the Command and General Staff College at Fort Leavenworth, KS.

Course Length: The course is two weeks in length and one session is conducted each year. The class normally begins in February.

Modality: The course is conducted in a two-week residential session. Students are on temporary duty status from their units or TDY enroute between assignments.

Prerequisites: Must be selected for command of a medical brigade, group, battalion, or battalion-level TOE unit or AMEDD TDA organization. Must meet height and weight standards of AR 600-9.

Application: Coordinate with assignment officer after notification of command selection.

Quotas: Quotas are managed by the corps and service assignment officers. Maximum class size is 80 students.

Funding: Attendance is centrally funded.

Obligation: None.

Evaluation of Performance: None.

Credit Given: 70 to 75 Continuing Medical Education credits.

Institutional Accreditation: Accreditation for Continuing Medical Education (ACCME).

Faculty: The faculty is composed of senior Army officers experienced as battalion and brigade-level commanders in TOE and TDA organizations.

Battalion/Brigade Pre-Command Course
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e. contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- * NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- Organizational Design
- Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

Public Law - General
Public Law - International
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management:

- Financial Management
- * Human Resource Management
 - * Labor-Management Relations
 - * Materiel Management
 - Facilities Management
 - * Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- Individual Behavior
- * Group Dynamics
 - * Conflict Management
 - Communication
 - Public Speaking
 - * Public and Media Relations

Clinical Understanding:

Epidemiological Methods
Clinical Investigation
Alt. Health Care Delivery Systems

Performance Measures:

- * Quality Management
- Quantitative Analysis

Process/Outcome Measures
Clinical Performance Improvement

POC: AMEDD PCC Course Director,
Department of Healthcare Operations

Phone: (210) 221-7561/7475

Fax: (210) 221-6489

E-mail: maj_robert_ward@medcom2.

smtplink.amedd.army.mil or

cpt_john_rogers@ medcom2.smtplink.
amedd.army.mil

Address: ATTN: MCCS-HHL, Commandant
AHS, 3151 Scott Road, Fort Sam Houston, TX
78234-6139

AMEDDC&S
U.S. Army-Baylor University
Graduate Program in Healthcare
Administration
6H-70A67

The U.S. Army-Baylor University Graduate Program in Healthcare Administration is presented by the U.S. Army Medical Department Center and School (AMEDDC&S) at Fort Sam Houston, Texas. It is a two-year program consisting of four semesters of graduate-level course work followed by a one-year residency in an Army Medical Treatment Facility (MTF) or other appropriate organization.

Students are Tri-Service, multi-corps active duty officers and civil service personnel with appropriate education and experience.

The formal program and subsequent residency address the Executive Skills competencies identified as essential for commanding MTFs. Practical experience is gained in the residency phase which is designed to apply principles learned in the classroom. Completion of the full program provides a high probability of competence in the Executive Skills areas.

Objective: Prepare military officers and civilians for health care administration responsibilities in fixed and tactical environments.

Eligibility: Tri-service officers and DoD civilians in grades O-3 through O-5 or equivalent.

Description: Each course begins in June with approximately 56 students. The second year residency begins in July of the second year and finishes the following July. The didactic phase is conducted at Fort Sam Houston, San Antonio, Texas. Residencies are performed nationwide.

The program provides an organized physical activity program and encourages a non-smoking,

physically fit life style. A weight control program is required for students exceeding military weight to height standards.

Course Length: Two years.

Modality: The first year of the course is taught in residence; it is a full-time program requiring permanent change of station assignment. The program has modern dedicated classrooms and uses the recently completed Army Medical Department Executive Skills Technology Center (AESTC) featuring multi-media instruction, computer networking to distant data bases, decision support software, and integrated office software on each student position. Additionally, each student is issued a laptop computer while in residence.

Prerequisites: No grade or time in service requirements; however students are generally O-3s in medical department skill areas such as MSC, NC, DC, AMSC, etc.

Application: Apply to AMEDD or service long term schools official.

Quotas: Class quotas are controlled by the respective corps and service assignment officers.

Funding: Attendance is centrally funded by the services.

Obligation: A two-year obligation beyond the completed residency is incurred.

Evaluation of Performance: Examinations, projects, case studies, and individual presentations.

Credit Given: Masters in Health Administration from Baylor University.

Institutional Accreditation: The U.S. Army-Baylor University Graduate Program in Healthcare Administration is accredited by the Baylor University. Baylor University is accredited

by the Southern Association of Colleges and Schools.

Faculty: Ph.D. prepared military officers (Tri-Service) and civilian professors with experience in health care administration. Some professors are also members of the Baylor University faculty.

**U.S. Army-Baylor University
Graduate Program in Healthcare
Administration
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e. contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- * NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law - General
- * Public Law - International
- * Medical Liability
- * Medical Staff By-Laws
- * Regulations
- * External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- * Labor-Management Relations
- * Materiel Management
- * Facilities Management

- * Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- * Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- * Public Speaking
- * Public and Media Relations

Clinical Understanding:

- * Epidemiological Methods
- * Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measures:

- * Quality Management
- * Quantitative Analysis
- * Process/Outcome Measures
- * Clinical Performance Improvement

POC: Program Director

Phone: (210) 221-6405

Fax: (210) 221-6051

E-mail: LTC.Jody.Rogers@
cs.amedd.army.mil

Program Education Technician

AMEDDC&S

Academy of Health Sciences

Bldg 2841, MCCS-HRA (Ms. Pryor)

3151 Scott Road, Room 1412

Fort Sam Houston, TX 78234-6135

Address: AMEDDC&S, Academy of Health Sciences, Center for Health Education and Studies (MCCS-HR), 3151 Scott Road, Fort Sam Houston, TX 78234-6135.

AMEDDC&S
U.S. Army-Baylor University
Graduate Program in Physical Therapy

Objective: The second graduate program offered by AMEDDC&S qualifies officers as physical therapists. Physical therapy students are mid-level managers, usually senior captains and majors, selected for long-term schooling.

Eligibility: Commissioned officers of the Army, Navy, Air Force, and Public Health Service who hold a bachelor's degree. There are no corps limitations. Upon graduation, Army students are designated as Army Medical Specialist Corps.

Description: The program awards a Master's degree in Physical Therapy. It is presented in the main AMEDDC&S complex at Fort Sam Houston, Texas and requires 18 months to complete. Class size is generally 24 students.

This program prepares students for careers in physical therapy. It is accredited by the American Physical Therapy Association. Graduates are eligible to take state board examinations for state licensure. The course begins annually in December.

Course Length: Eighteen months.

Modality: The course is taught in residence. It is a full time, permanent change of station assignment. Classes combine lecture and discussion with appropriate practical exercises. The program offers 23 of the 40 Executive Skills competencies.

Prerequisites: Candidates must have an overall and a science-specific grade point average of 3.1 and score over 1,000 on the combined verbal (minimum 450) and quantitative portions of the Graduate Record Exam.

Application: Apply to AMEDD or Service long term schools official.

Quotas: Class quotas are controlled by the respective corps and Service assignment officers.

Funding: Attendance is centrally funded by the Services.

Obligation: A six-year service obligation is incurred by attendance of the program.

Evaluation of Performance: All academic material is tested through multiple choice tests. Additionally, students are required to conduct briefings, prepare and present papers, and participate in practical exercises and field training.

Credit Given: Master's degree in Physical Therapy from Baylor University.

Institutional Accreditation: American Physical Therapy Association.

Faculty: The faculty is primarily Army personnel with appropriate experience, militarily, academically, or both. It also includes visiting professors from Baylor University.

U.S. Army-Baylor University
Graduate Program in Physical Therapy
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e. contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training

Contingency Planning

E-mail: not available.

General Management:

- Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law - General
- * Public Law - International
- * Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- * Human Resource Management
- Labor-Management Relations
- * Materiel Management
- * Facilities Management
- * Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- * Public Speaking
- Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- * Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measures:

- * Quality Management
- * Quantitative Analysis
- Process/Outcome Measures
- * Clinical Performance Improvement

POC: Course Director

Phone: (210) 221-6187/8410

Fax: (210) 221-8612

Address: Department of Medical Science
(MCCS-HM), 3151 Scott Road, Fort Sam
Houston, TX 78234-6135.

NAVY COURSES

Courses described in this section are taught at several locations by elements of the Naval educational program. One offering, the Naval Postgraduate School's Military Healthcare Executive Management Education (EME) Program, has been uniquely designed to respond to the DoD Executive Skills Training program. Other courses, primarily presented by the Naval School of Health Sciences, Bethesda, Maryland, have been in existence for longer periods. These latter courses are designed for the target populations described by the course names.

Two other new courses are being offered in Newport, Rhode Island and Washington, D.C. The Naval Education and Training Command (NETC) has introduced the Command Leadership School at Newport to assist officers selected for command of surface, air element, submarine, shore station, security command, medical and dental facilities. In Washington, the Naval Education and Training Center provides the Shore Station Command Seminar for Captains who will command seaport and airport installations.

The Naval School of Health Sciences (NSHS) was founded to implement policy and exercise control, administration, and management of education and training to meet the requirements of Naval Medicine.

The Naval Medical Quality Institute (NMQI) was founded in 1989 to develop and present courses designed to increase awareness of, and build skills in, job competencies required for the effective performance of officers and others in the Navy Medical Department.

Higher level courses such as the Naval War College, the College of Naval Command and Staff, and the Marine Corps University's Command and Staff College are described first.

Courses Offered by the Naval School of Health Sciences (NSHS) Bethesda, Maryland

NSHS courses are primarily taught in residence at Bethesda, Maryland. However, several courses have been designed for export and will be delivered at the requesting command's site.

Course Title and Location	Page
Newport, Rhode Island	
U.S. Navy War College	N-3
Marine Corps University	
Command and Staff College	N-5
Navy Postgraduate School	
Military Healthcare Executive Management Education (EME) Program	N-7

NSHS and NMQI, Bethesda, Maryland

NMQI Principle Centered Leadership	N-9
TQL Leadership Course	N-11
TQL Facilitator	N-13
TQL Executive Steering Council – Team Building Workshop	N-15
Planning for Quality: An Applied Seminar	N-17
Continual Clinical Quality Improvement	N-19
Management Development (Revised) Course	N-21
Joint Medical Planners Course	N-23
Strategic Medical Readiness and Contingency Course	N-25
Financial and Materiel Management Training Course	N-27
Patient Administration Course	N-29
Plans, Operations, and Medical Intelligence	N-31

**Naval War College
and College of Naval Command and Staff
Newport, Rhode Island**

Objective: To enhance the professional capabilities of its students to make sound decisions in command, staff, and management positions in naval, joint, and combined environments; to provide them with a sound understanding of military strategy and operational art; and to instill in them joint attitudes and perspectives.

Eligibility: Navy officers, civilians, and other Service officers as selected by school selection boards.

Description: The Naval War College presents the same courses for officers at the junior (O-4) and senior (O-5) levels. The major difference is that the courses for junior officers are geared to fact finding, while the courses for senior officers are geared to analysis and strategy. The program, therefore, has two major elements which are the College of Naval Warfare (senior level) and the College of Naval Command and Staff (junior level). Each addresses 20 Executive Skills competencies.

The academic year traditionally opens with a convocation in August and concludes with graduation in June. However, a substantial number of Navy and Army students begin their year of studies in the winter or spring trimesters which convene in November and March respectively.

Course Length: Approximately one year including authorized delay enroute before and after the course.

Modality: Full time resident program spanning a ten month period. The program has three main courses, each covering approximately 12 weeks:

I. Strategy and Policy

II. Joint Military Operations
III. National Security Decision Making

Seminar group activities are enhanced through war gaming and use of the Henry E. Eccles Library which is equipped with several on-line services accessing outside networks as well as extensive storage on multi-media including CD-ROM and oral histories of naval warfare.

Prerequisites: Selection by a school selection panel.

Application: None.

Quotas: Established by the Navy.

Funding: Centrally funded.

Obligation: A two-year service obligation is incurred.

Evaluation of Performance: Grades are awarded in each core curriculum and elective course on the basis of written work, class participation and/or oral presentations, and examinations.

Credit Given: Masters of Arts degree in National Security and Strategic Studies.

Transferability: The Office on Educational Credit of the American Council on Education has recommended that the following number of graduate semester hour credits be granted to Naval War College diploma holders applying for admission to other colleges and universities: Naval Command College, 17; Naval Staff College, 8.

Faculty: The Naval War College faculty members possess Doctoral and Masters degrees. Masters instructors are typically retired military officers who also have 20 to 30 years of Navy experience.

**Naval War College
and College of Naval Command and Staff
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

Medical Doctrine

- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law - General
- * Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- * Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication

- * Public Speaking
- * Public and Media Relations

Clinical Understanding:

Epidemiological Methods
Clinical Investigation
Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- * Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: Dean of Academics

Phone: (401) 841-2245

Fax: (401) 841-3804

E-mail: Not available.

Address: Naval War College

686 Cushing Road

Newport, RI 02841-1207

**Marine Corps University
Command and Staff College**

Objective: To provide intermediate and advanced intermediate professional military education to field grade officers of the Marine Corps, other Services, and foreign countries to prepare them for command and staff duties with Marine Air-Ground Task forces (MAGTFs), and for assignments with joint, multinational, and high-level Service organizations.

Eligibility: Officers in the grade O-4 who have not participated in an intermediate level program. In 1997, the class consisted of approximately 200 tri-Service representatives with 24 international students.

Description: The curriculum is a graduate level program approximately 43 weeks long. In addition to core courses, electives, and a capstone exercise, each class participates in a strong guest lecture program and a series of historical case studies that include site visits to regional battle sites from the Civil War. Twelve Executive Skills competencies are incorporated.

Course Length: 43 weeks.

Modality: The program is full time in residence. Students are assigned on a permanent change of station basis. Each class is divided into 12 conference groups with a mix of Service personnel and skills.

Prerequisites: Approval by a school selection panel.

Application: Service selection.

Quotas: Controlled by the Service.

Funding: Centrally funded.

Obligation: A two year service obligation is incurred.

Evaluation of Performance: Examinations, exercises, and faculty evaluation.

Credit Given: A Master degree is available.

Institutional Accreditation: Application pending for regional accreditation.

Faculty: Tri-Service faculty composed of military and civilians. Faculty representatives remain with the same class groups throughout the course of study.

**Marine Corps University
Command and Staff College
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- * Contingency Planning

General Management:

- Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations

External Accreditation

Health Resources Allocation and Management:

Financial Management

Human Resource Management

Labor-Management Relations

Materiel Management

Facilities Management

* Information Management

Medical Ethics:

Patient Rights (Informed Consent)

Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

* Individual Behavior

Group Dynamics

Conflict Management

* Communication

* Public Speaking

* Public and Media Relations

Clinical Understanding:

Epidemiological Methods

Clinical Investigation

Alt. Health Care Delivery Systems

Performance Measurement:

Quality Management

Quantitative Analysis

Process/Outcome Measures

Clinical Performance Improvement

POC: Registrar

Phone: (703) 784-1069

Fax: (703) 784-2628

E-mail: rohlerl@quantico.usmc.mil

Address: USMC Command and Staff College

2076 South Street

Quantico, VA 22134-5068

**Naval Postgraduate School
Military Healthcare Executive Management
Education (EME) Program**

In 1993, the Naval Postgraduate School (NPS) began the development of a program of instruction designed to address the Executive Skills competencies that had been identified by a DoD study group. In an opinion survey, the NPS also obtained the recommendations of Navy MTF commanders concerning the most important competencies. Using the opinion data, the NPS began to develop a modular program emphasizing the competencies indicated as most relevant by the commanders.

Over the next two years the NPS staff, in partnership with the Bureau of Medicine and Surgery (BUMED) completed development of the course materials and began delivering key modules at naval installations across the nation. To date, 51 educational modules have been identified and completed.

Objective: To prepare medical department officers for their role as commanders of military health care management organizations.

Eligibility: Active duty medical department officers selected to be prospective Executive Officers and reserve mobilization Commanding Officers of the fleet hospitals and the 4th MARDIV medical and dental battalions.

Description: The 18-week course is offered in three-week segments during the three-year Executive Officer tour.

Course Length: Six three-week segments.

Modality: Residential program taught at NPS, Monterey.

Prerequisites: Selection by command selection board for Executive Officers.

Application: Not applicable.

Quotas: None. Class size is 30.

Funding: Individually funded by officer's command.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Continuing education contact hours and certificate awarded upon completion of each three-week segment.

Faculty: NPS Ph.D. and Masters prepared civilian and retired military faculty.

**Military Healthcare Executive Management
Education (EME) Program
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum when all modules are presented, but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- * NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law - General

- * Public Law - International
- * Medical Liability
- * Medical Staff By-Laws
- * Regulations
- * External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- * Labor-Management Relations
- * Materiel Management
- * Facilities Management
- * Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- * Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- * Public Speaking
- * Public and Media Relations

Clinical Understanding:

- * Epidemiological Methods
- * Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- * Quantitative Analysis
- * Process/Outcome Measures
- * Clinical Performance Improvement

POC: Dr. Steve Lamar, Captain, USN(Ret)

Phone: (408) 656-3555

Fax: (408) 656-3547

E-mail: slamar@mntry.nps.navy.mil

Address: Naval Postgraduate School

Criscoulo Hall

101 North Street

Monterey, CA 93943-5103

Naval School of Health Sciences, and the Naval Quality Institute

The following four courses are presented by the Naval Medical Quality Institute of the Naval School of Health Sciences either at NSHS Bethesda, or at MTFs at the request of the commander. The courses are offered for career development and enrichment; they focus on quality management, leadership, and/or attainment of specialty certification.

Naval Medical Quality Institute NMQI Principle Centered Leadership (*Seven Habits of Highly Effective People*)

Objective: To impart an understanding of the role of “habits” as a force in daily life. The Seven Habits of Highly Effective People grew out of Dr. Steven Covey’s extensive search of success literature in America from 1776. Habits are tremendous force in our lives. They are consistent, often from our subconscious and are a daily testament to our character. Understanding the role of habits is critical to personal and organization effectiveness.

Eligibility: DoD civilians, Navy officers, and enlisted members.

Description: The Principle Centered Leadership course is taught in three days and incorporates eight of the Executive Skills competencies. It merges personal and organizational effectiveness, focusing on the four levels of leadership:

- Personal trustworthiness
- Interpersonal trust
- Managerial empowerment
- Organizational alignment.

Course Length: Three days.

Modality: Temporary duty at requesting command’s site.

Prerequisites: None, other than the command desires to improve its organizational effectiveness.

Application: Through host command.

Quotas: Quota control resides with the host command.

Funding: There is no cost to the requesting command.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Continuing education credits.

Faculty: NMQI staff, all of whom possess at least an M.S. degree, or are contracted faculty and guest lecturers from the Service or civil sectors.

Student Distribution: Executive steering council, TQL coordinator, and personnel in positions of organizational leadership.

NMQI Principle Centered Leadership (*Seven Habits of Highly Effective People*) Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

Medical Doctrine
Understanding Military Mission
Joint Operations/Exercises
Total Force Management
NDMS Management/DVA Role
Medical Readiness Training
Contingency Planning

General Management:

- Strategic Planning
- * Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- * Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

- Patient Rights (Informed Consent)
- Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- Public Speaking
- Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: Course Director (Dr. T. Lane Hurley)

Phone: (301) 295-0830

Fax: (301) 295-6085

E-mail: thurley@nsh10.med.navy.mil

Address: Naval Medical Quality Institute
Naval School of Health Sciences
Bethesda, MD 20889-5611

**Naval Medical Quality Institute
TQL Leadership Course**

Objective: To assist Navy leaders in performing their leadership roles in the execution of the Navy's total quality leadership program. It introduces Navy healthcare leaders to the concepts of total quality leadership and illustrates the roles they will play in the Navy's transformation to TQL. Upon completion, the student will be able to help lead a quality transformation within their command by implementing quality improvement problem solving techniques in their areas of responsibility. They will also be able to contribute to a quality improvement process for their command by acting as change agents in support of cross-functional quality improvement teams.

Eligibility: DoD civilians, Navy officers, and enlisted members. No prior TQL training is necessary.

Description: The TQL Leadership course incorporates seven of the Executive Skills competencies.

Course Length: Two and one-half days.

Modality: Temporary duty on site at the host commander's request.

Prerequisites: None.

Application: Via host command TQL staff.

Quotas: Host command determination.

Funding: No funding required of the requesting command.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Certificate.

Faculty: NMQI faculty with a minimum of M.S. degrees.

Student Distribution: Leaders at all levels of the command.

**TQL Leadership Course
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- * Strategic Planning
- Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

Individual Behavior
* Group Dynamics
* Conflict Management
* Communication
Public Speaking
Public and Media Relations

Clinical Understanding:

Epidemiological Methods
Clinical Investigation
Alt. Health Care Delivery Systems

Performance Measurement:

* Quality Management
* Quantitative Analysis
Process/Outcome Measures
Clinical Performance Improvement

POC: Course Director [DTSC(SW)] Vicki

Teachey

Phone: (301) 295-0830

Fax: (301)295-6085

E-mail: vteachey@nsh10.med.navy.mil

Address: Naval Medical Quality Institute
Naval School of Health Sciences
Bethesda, MD 20889-5611

**Naval Medical Quality Institute
TQL Facilitator**

Objective: To prepare attendees to facilitate groups in the Navy's total quality leadership program. It is an intense learning experience, unique within the Department of the Navy. This course is geared for petty officers E-5 and above, acting as team facilitators, team leaders, TQL coordinators or quality advisors.

Eligibility: DoD civilians, Navy officers, and enlisted members, E-5 and above interested in TQL.

Description: The TQL Facilitator course is taught at NSHS, Bethesda, MD and provides six of the Executive skills competencies. The course stresses group dynamics, conflict management, and process improvement tools. Students spend as much time as possible facilitating groups and learning process improvement tools while working through practical case studies.

Course Length: Five days.

Modality: Temporary duty at NSHS.

Prerequisites: TQL coordinators or department heads; must understand FOCUS-PDCA.

Application: Via local command.

Quotas: Quotas are controlled by NSHS.

Funding: Funding POC: NSHS at DSN 295-2355.

Evaluation of Performance: None.

Credit Given: Certificate.

Faculty: NMQI staff

Student Distribution: Command TQL staff interested in TQL facilitation.

**TQL Facilitator
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

- Patient Rights (Informed Consent)
- Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- Public Speaking
- Public and Media Relations

Clinical Understanding:

Epidemiological Methods
Clinical Investigation
Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
 - * Quantitative Analysis
- Process/Outcome Measures
Clinical Performance Improvement

POC: CDR Dan Wonderlich

Phone: (301) 295-2355

Fax: (301) 295-1292

E-mail: dwonder@nsh10.med.navy.mil

Address: Naval Medical Quality Institute
Naval School of Health Sciences
Bethesda, Md 20889-5611

**Naval Medical Quality Institute
TQL Executive Steering Council
Team Building Workshop**

Objective: To prepare Service members to serve on the Executive Steering council (ESC) for total quality leadership programs. The ESC is a critical link in the top-down approach for implementing a quality strategy.

Eligibility: DoD civilians, Navy officers, and enlisted members.

Description: The TQL Executive Steering Council course is taught over three days and provides six of the Executive Skills competencies. It provides ESC members with the team-building skills necessary to achieve discovery, continuous improvement, and breakthrough during the Navy's transition to TQL.

Upon completion, ESC members will be able to promote team development by building trust and improving communication. The ESC members will be able to lead a quality transformation within their command by implementing the "F" (find a problem to solve or a process to improve) and "O" (organize a team that knows the process) step of FOCUS-PDCA.

Modality: Temporary duty on site at the commander's request.

Prerequisites: The workshop is the most beneficial when commands meet predetermined suggested criteria. A background in TQL and completion of the TQLC with visible quality activity is necessary to maximize course objectives.

Application: Via requesting command.

Quotas and Funding: Quota control resides with the host command. There is no cost to the requesting command.

Obligation: None.

Evaluation of Performance: None

Credit Given: Certificate; Continuing Education Units are available on application from individual organizations.

Faculty: NMQI staff.

Student Distribution: Members of facility executive steering councils and TQL coordinators.

**TQL Executive Steering Council
Team Building Workshop
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- * Strategic Planning
- Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- * Managing Change and Innovation
- Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

Financial Management
Human Resource Management
Labor-Management Relations
Materiel Management
Facilities Management
Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
 - * Group Dynamics
 - * Conflict Management
 - * Communication
- Public Speaking
Public and Media Relations

Clinical Understanding:

Epidemiological Methods
Clinical Investigation
Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- Quantitative Analysis
Process/Outcome Measures
Clinical Performance Improvement

POC: Course Director (CDR Class)

Phone: (301) 295- 0830
Fax: (301) 295-6085
E-mail: mclass@nsh10.med.navy.mil

Address: Naval Medical Quality Institute
Naval School of Health Science
Bethesda, MD 20889-5611

Naval School of Health Sciences
Planning for Quality: An Applied Seminar

Objective: To prepare MTF staff to plan for the implementation of quality.

Eligibility: Command executive steering council and other leaders as determined by the commander.

Description: This course addresses nine Executive Skills competencies. The first day is devoted to technical background information regarding planning in general, strategic planning, Hoshin Planning (breakthrough planning), quality function deployment (converting customers demands to products and service), and the Seven Management and Planning Tools. The second and third days are a workshop tailored to the needs of the command using the tools and approaches of day one.

Course Length: Three day workshop conducted at the requesting command's site.

Modality: Full time temporary duty.

Prerequisites: Command should meet predetermined criteria.

Application: Via requesting command.

Quotas: Quota control resides with the requesting command.

Funding: There is no cost to the host command.

Obligation: None

Evaluation of Performance: None.

Credit Given: Certificate.

Faculty: The course will be taught by NMQI instructors supported by outside experts as appropriate.

Student Distribution: Command executive steering council and other leaders as determined by the commander.

Planning for Quality: An Applied Seminar
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

Medical Doctrine
* Understanding Military Mission
Joint Operations/Exercises
Total Force Management
NDMS Management/DVA Role
Medical Readiness Training
Contingency Planning

General Management:

* Strategic Planning
Organizational Design
* Decision Making
Personal and Organizational Ethics
* Managing Change and Innovation
Leadership

Health Law/Policy:

Public Law - General
Public Law - International
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management:

Financial Management
Human Resource Management
Labor-Management Relations
Materiel Management
Facilities Management
Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

Individual Behavior

- * Group Dynamics
- * Conflict Management
- * Communication

Public Speaking

Public and Media Relations

Clinical Understanding:

Epidemiological Methods

Clinical Investigation

Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
 - * Quantitative Analysis
 - * Process/Outcome Measures
- Clinical Performance Improvement

POC: Course Director (Mr. Zentmeyer)

Phone: (301) 295-0830

Fax: (301) 295-6085

E-mail rzentmeyer@nsh10.med.navy.mil

Address: Naval Medical Quality Institute

Naval School of Health Sciences

Bethesda, Md 20889-5611

**Naval Medical Quality Institute
Continual Clinical Quality Improvement
Workshop**

Objective: To prepare clinicians to work in teams to improve clinical processes using command data and the Navy's total quality leadership program. The course is geared for "hands on" clinicians (physicians, dentists, nurses, allied health professionals, IDCs, etc.), TQL facilitators, coordinators, and quality advisors.

Eligibility: DoD civilians, Navy Officers, and enlisted members interested in clinical improvement and TQL.

Description: The Continual Clinical Quality Improvement workshop emphasizes stress group dynamics, conflict management, and process improvement tools. Students spend as much time as possible developing command focused clinical process improvement skills and learning to use those skill and process improvement tools while working in cross functional teams through clinically based exercises. The final exercise or "TQL MEGA CODE" takes the team through a series of steps to begin development of command specific clinical process improvement projects and team dynamics. Additionally, the workshop aids the team in working with a TQL facilitator and sharpening the facilitator's skills.

Course Length: Three days at requesting command site.

Modality: TAD at site.

Prerequisites: Those presently practicing in the clinical arena with an interest in quality improvement.

Application: Via requesting command.

Quotas and Funding: Quota control resides with host command. There is no cost to the requesting command.

Obligation: None.

Other criteria: Individuals should meet predetermined criteria.

Measurement: None.

Competency assurance: None.

Faculty: NMQI Staff.

Credit Given: certificate.

Student Distribution: Clinicians, TQL facilitators, TQL coordinators and quality advisors.

**CCQI Workshop
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- * Strategic Planning
- * Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws

Regulations

External Accreditation

Health Resources Allocation and Management:

Financial Management

Human Resource Management

Labor-Management Relations

Materiel Management

Facilities Management

Information Management

Medical Ethics:

Patient Rights (Informed Consent)

Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior

- * Group Dynamics

- * Conflict Management

- * Communication

Public Speaking

Public and Media Relations

Clinical Understanding:

Epidemiological Methods

Clinical Investigation

Alt. Health Care Delivery Systems

Performance Measurement:

Quality Management

Quantitative Analysis

Process/Outcome Measures

- * Clinical Performance Improvement

POC: Course Director (Dr. T. Lane Hurley)

Phone: (301) 295-0834

Fax: (301) 295-6085

E-mail: tlhurley@nsh10.med.navy.mil

Address: Naval Quality Institute

Naval School of Health Sciences

Bethesda, MD 20889-5611

**Naval School of Health Sciences
Management Development (Revised) Course**

Objective: Taught at NSHS, Bethesda, MD, this course provides a high quality educational experience for first time supervisors meeting the entry level performance needs of the Military Health System.

Eligibility: Navy Medical Department officers and civilian equivalent staff in a first time Division Officer/Department Head position.

Description: This two-week course is at a basic, first-time supervisor level and therefore may not completely fulfill any of the Executive Skills competencies.

Course Length: Two weeks.

Modality: This course is taught through didactic portions, interactive learning activities and self-study.

Prerequisites: None.

Application: Command nomination via staff education and training

Quotas: Career Plans Officers, BUMED

Funding: NSHS, Bethesda, MD

Obligation: None

Evaluation of Performance: Written criterion-referenced tests, performance checklists, and product evaluation forms

Credit Given: CEU 73.4, CME 61.

Institutional Accreditation: None

Faculty: NSHS Staff and Guest Subject Matter Expert Lecturers.

Student Distribution: All officer corps within the medical department have equal seats in each class offering.

**Management Development (Revised) Course
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
 - Joint Operations/Exercises
 - Total Force Management
 - NDMS Management/DVA Role
 - Medical Readiness Training
- * Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
 - Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- * Medical Liability
 - Medical Staff By-Laws
 - Regulations
 - External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
 - Group Dynamics
 - Conflict Management
 - Communication
- * Public Speaking
 - Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
 - Quantitative Analysis
 - Process/Outcome Measures
 - Clinical Performance Improvement

POC: Course Coordinator (LT Jackson)

Phone: (301) 295-1314/1315

Fax: (301) 295-2652

E-mail: pjackson@nsh10.med.navy.mil

Address: Naval School of Health Sciences

8901 Wisconsin Ave., Bldg 141

Bethesda, MD 20889-5611

**Naval School of Health Sciences
Joint Medical Planners Course**

Objective: To prepare intermediate level officers to effectively function as medical planners at the joint staff, service headquarters, unified commands, or component level. Procedures and techniques used during the course include both deliberate and time sensitive (adaptive) planning. Provides a heightened awareness of joint matters, a greater commitment to DoD-wide requirements, a multi-service perspective, as well as an improved understanding of other Services.

Eligibility: Designed for officers in pay grades O-4 and O-5; senior enlisted personnel, and civilian staff on space available basis.

Description: The Joint Medical Planners course requires three weeks and includes coverage of 12 Executive Skills competencies. The course is hosted by the Navy at NSHS; the sponsor for the course is the Joint Staff, J4/DDMR.

Course Length: Three weeks.

Modality: Full time, temporary duty..

Prerequisites: None; preference to officers currently in or enroute to CINC or Service headquarters medical planning position.

Application: Nominations through Service channels: Army--PERSCOM (DA Form 3838); AF-- message request to HQ, USAF/SGHR; Navy/marine Corps--BUMED Code 56 Services submit nominations (with alternates) to J4/MRD for final approval.

Quotas: Four classes per year, 16 students per class; quotas per class: USN-4, USAF-6, USA-6.

Funding: Service headquarters.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Certificate.

Institutional Accreditation: None.

Faculty: Course director (rotate among Services every 2 years); one faculty member designated by SG of each Service (A, N, AF, USMC. Guest lecturers/subject matter experts selected by course director. No NSHS staff are either faculty or guest lecturers.

**Joint Medical Planners Course
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- * NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management

Human Resource Management
Labor-Management Relations
Materiel Management
Facilities Management
Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

Individual Behavior

- * Group Dynamics
Conflict Management
Communication
- * Public Speaking
Public and Media Relations

Clinical Understanding:

Epidemiological Methods
Clinical Investigation
Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
Quantitative Analysis
Process/Outcome Measures
Clinical Performance Improvement

POC: Course Director, J4, MRD

Phone: (301) 295-0845
Fax: (301) 295-2652
Email: jmpcj4@nsh10.med.navy.mil

Address: Naval School of Health Sciences
8901 Wisconsin Ave. Bldg 141
Bethesda, MD 20889-5611

**Naval School of Health Sciences
Strategic Medical Readiness and
Contingency Course**

Objective: To provide specialized training in operational and contingency decision making environments, increase understanding of operational force objectives, and enhance knowledge of medical department initiatives to support operational force objectives.

Eligibility: Open to all medical department officers of both active and reserve forces, with the potential for operational or contingency assignments.

Description: This two week course offers coverage of 15 Executive Skills competencies.

Course Length: Two weeks.

Modality: Full time, course offered to students worldwide in a temporary duty status.

Prerequisites: Secret Clearance required. Documentation required in the form of a copy of OPNAV 5520/20, Certificate of Personnel Security.

Application: Active duty officers send nominations to the NSHS attention to BUMED Code 544.

Quotas: Not applicable.

Funding: NSHS for active duty officers
Reservist: COMNAVSURFRESFOR.

Obligation: None

Evaluation of Performance: None.

Credit Given: 64 CMEs.

Faculty: NSHS staff and subject matter experts from the metropolitan Washington area.

Student Distribution: Each class is comprised of 30 students with approximately one fourth from each officer corps (MC, MSC, NC, and DC).

**Strategic Medical Readiness and
Contingency Course
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- * Contingency Planning

General Management:

- Strategic Planning
- * Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law - General
- * Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- Human Resource Management
- Labor-Management Relations
- * Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

- Patient Rights (Informed Consent)
- Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
 - Conflict Management
 - Communication
- * Public Speaking
- * Public and Media Relations

Clinical Understanding:

- * Epidemiological Methods
 - Clinical Investigation
 - Alt. Health Care Delivery Systems

Performance Measurement:

- Quality Management
- Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: Course Director

Phone: (301) 295-1250

Fax: (301) 295- 2652

Email: not available

Address: Naval School of Health Sciences
8901 Wisconsin Ave. Bldg 141
Bethesda, MD 20889-5611

**Naval School of Health Sciences
Financial and Materiel Management
Training Course**

Objective: This course is designed to prepare junior naval Medical Service Corps Officer for entry level positions in navy department financial and materiel management.

Eligibility: Grades 0-1 to O-3: entry level civilian NAVCOMP trainees.

Description: The Financial and Materiel Management Course offers coverage of 24 Executive Skills competencies.

Course Length: Twelve weeks.

Modality: This is a full time course attended by students on a temporary duty basis.

Prerequisites: Secret Clearance required. Documentation required in the form of a copy of OPNAV 5520/20, Certificate of Personnel Security.

Application: Nomination applications must be completed with command endorsement and forwarded to NSHS Bethesda eight weeks prior to course convening dates.

Quotas: Provided by NSHS.

Funding: Provided by NSHS.

Obligation: None.

Evaluation of Performance: Three examinations are administered in addition to a large final exercise. Also, there are small quizzes, and post-module exercises in the form of "homework" which are graded and computed into the final GPA.

Credit Given: Certificate.

Faculty: NSHS Staff.

Student Distribution: Junior Medical Service Corps officers and DoD civilian personnel.

**Financial and Materiel Management
Training Course
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training

- * Contingency Planning

General Management:

- Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- * Regulations
- External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- Labor-Management Relations
- * Materiel Management
- * Facilities Management
- Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
Conflict Management
- * Communication
- * Public Speaking
- * Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- Quality Management
- * Quantitative Analysis
- * Process/Outcome Measures
Clinical Performance Improvement

POC: Course Director, (LCDR Bryson)
Phone: (301) 295-1250
Fax: (301) 295- 2652
Email: bryson@nsh10.med.navy.mil

Address: Naval School of Health Sciences
8901 Wisconsin Ave. Bldg 141
Bethesda, MD 20889-5611

**Naval School of Health Sciences
Patient Administration Course**

Objective: To provide entry-level training in Patient Administration issues to qualified MSC officers, senior enlisted members, active and reserve, and mid-level to senior civilian employees.

Eligibility: Normally, eligibility for training requires assignment or projected assignment to a Patient Administration Department in the following grades: MSC Active O-1 to O-4, MSC reserves O-1 to O-4, and Enlisted E-7 to E-9, and civilian personnel GS-6 to GS-11.

Description: This four week course (two weeks for Reservists) provides coverage of 23 Executive Skills competencies.

Course Length: Four weeks.

Modality: Full time, temporary duty.

Prerequisites: None.

Application: Active duty: send nomination letters to the address/code provided. Reserve: send nominations to COMNAVSURFRESFOR via chain of command..

Quotas: 16 per class with 8 classes per year.

Funding: Active: NSHS; Reserve: COMNAVSURFRESFOR.

Obligation: None

Evaluation of Performance: None.

Credit Given: IDC/CE: 12.

Institutional Accreditation: Not applicable.

Faculty: NSHS staff and subject matter experts from the metropolitan Washington area.

Student Distribution: Each class is approximately 2/3 officer and 1/3 enlisted.

**Patient Administration Course
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
 - Understanding Military Mission
 - Joint Operations/Exercises
- * Total Force Management
- * NDMS Management/DVA Role
 - Medical Readiness Training
 - Contingency Planning

General Management:

- * Strategic Planning
 - Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
 - Leadership

Health Law/Policy:

- * Public Law - General
- * Public Law - International
- * Medical Liability
 - Medical Staff By-Laws
- * Regulations
 - External Accreditation

Health Resources Allocation and Management:

- * Financial Management
 - Human Resource Management
- * Labor-Management Relations
 - Materiel Management
 - Facilities Management
- * Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- * Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
 - Group Dynamics
- * Conflict Management
- * Communication
 - Public Speaking
 - Public and Media Relations

Clinical Understanding:

- * Epidemiological Methods
 - Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- Quality Management
- Quantitative Analysis
- * Process/Outcome Measures
- * Clinical Performance Improvement

POC: Course Director (CDR Fahler)

Phone: (301) 295-1314

Fax: (301) 295-2652

Email: dfahler@nsh10.med.navy.mil

Address: Naval School of Health Sciences

8901 Wisconsin Ave., Bldg 141

Bethesda, MD 20889-5611

Naval School of Health Sciences
Plans, Operations, and Medical Intelligence

Objective: To provide students with the knowledge and skill to be readiness planners for MTF's by acquainting them with contingency planning, relationships of various command echelons, and with Marine corps healthcare units.

Eligibility: Navy officers and DoD civilians serving on or scheduled for assignment to MTFs as planners, or on headquarters medical planning staffs. Intended for projected assignment contingency planner billets, in grades E-7 thru O-4.

Description: The Plans, Operations, and Medical Intelligence (POMIC) course is taught in two weeks and offers coverage of 12 Executive Skills competencies.

Course Length: Two weeks.

Modality: Full time, temporary duty.

Prerequisites: None.

Application: None.

Quotas: Controlled by NSHS.

Funding: NSHS

Obligation: None

Evaluation of Performance: None.

Credit Given: IDC/CE: 12

Faculty: NSHS staff and subject matter experts from local Washington metropolitan area.

Student Distribution: Junior to mid-level Medical Service Corps officers and senior enlisted members.

Plans, Operations, and Medical Intelligence
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

Medical Doctrine

- * Understanding Military Mission
- * Joint Operations/Exercises
- Total Force Management
- * NDMS Management/DVA Role
- Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- Human Resource Management
- Labor-Management Relations
- * Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- Group Dynamics
- Conflict Management
- * Communication
- Public Speaking

Public and Media Relations

Clinical Understanding:

Epidemiological Methods

Clinical Investigation

Alt. Health Care Delivery Systems

Performance Measurement:

* Quality Management

Quantitative Analysis

Process/Outcome Measures

Clinical Performance Improvement

POC: Course Director

Phone: (301) 295-2332/2353

Fax: (301) 295-1292

Email: not available

Address: Naval School of Health Sciences

8901 Wisconsin Ave.

Bethesda, MD 20889-5611

AIR FORCE COURSES

This section describes programs and courses selected by the United States Air Force for review by the Executive Skills Program. The higher level courses such as the Air War College are very general in their content while the specialty courses described later offer the specific skills required in prescribed Air Force health care functional areas.

The majority of the courses described in this section are taught by the Air Force's 882nd Medical Training Group (TRG) at Sheppard Air Force Base, Wichita Falls, Texas or Air University, Maxwell Air Force Base, Alabama. All courses offered by Air University have correspondence and/or seminar options available. Both the 882 TRG and Air University have extensive information on their respective Internet home pages accessed through Air Force Link (Sites) <http://www.af.mil/>.

In addition to the formal courses listed, the TRICARE Region VI, in concert with 882 Training Group, has established an Executive Skills training teleconference network. The training will be provided by subject matter experts with content in line with the Executive Skills Course Curriculum. This "just-in-time" training is paramount to supporting executive leadership skills training in the fast-changing Air Force Medical Service (AFMS).

Officers should also explore courses offered at base level as a method of enhancing Executive Skills Competency. Competencies relating to Quality Air Force, Safety, or Labor/Management Relations are offered through base agencies or Internet libraries.

Course Title and Location	Page
Maxwell AFB, Alabama	
USAF War College	AF-3
Air Command and Staff College	AF-5
Squadron Officer School	AF-7
Medical Group Commander's Course	AF-9
Sheppard AFB, Texas	
Biomedical Officer Management Orientation	AF-11
Health Services Administration	AF-13
Nursing Service Fundamentals (via Extension Course Institute)	AF-15
Nursing Service Management	AF-17
Major Command	
Squadron Commander Course	AF-19

This page is a place holder only.

Air Education and Training

Air War College

Objective: The mission of Air War College is to educate senior officers to lead at the strategic level in the employment of air and space forces, including joint operations, in the support of national security. Three modes of delivery are available, correspondence, seminar or residence. More information may be obtained by referring to Air Force Catalog 36-2223 or by visiting the Air University Homepage.

Eligibility: Correspondence or seminar programs are available to lieutenant colonel selectees (or equivalent) and above, GS-13 and above, and international officers of comparable grade. Residence courses require officers in the grade of lieutenant colonel or colonel or the equivalent Navy rank.

Description: The focus is on developing senior officers who are able to think strategically, critically and analytically. The overarching areas of leadership, air power, strategy, and joint operations guide instructional blocks dealing with: future conflict studies, why wars are fought, military history, doctrine, strategy, and air power.

Course Length: Students have 6 months to complete each of three volumes by correspondence. The seminar program consists of 40 sessions with once-a-week meetings. The residence course is 10 months in duration and requires a permanent change of station.

Modality: Correspondence, seminar, or residence.

Prerequisites: Correspondence or seminar programs are available to lieutenant colonel selectees (or equivalent) and above, GS-13 and above, and international officers of comparable grade. Residence courses requires officers in the grade of lieutenant colonel or colonel or the equivalent Navy rank. Prerequisites for civilians, ANG, and USAFR officers are in pertinent chapters of AFI 36-2301,

Professional Military Education. Top secret/SCI clearance.

Application: Correspondence and seminar enrollment are conducted through the base education office. Residence course selection is done through MAJCOM nomination to meet a central selection board at AFPC for specific school assignments. Medical, legal and chaplain officers are selected by their respective agencies.

Quotas: Air Force Personnel Center (AFPC).

Funding: Centrally funded.

Obligation: Two years for in resident training.

Evaluation of Performance: All three methods of instruction use examination methodology. The residence course includes evaluation by group projects, seminar leadership, war games, and attainment of academic goals.

Credit Given: Diploma.

Institutional Accreditation: The American Council on Education recommends this course for graduate level credits.

Faculty: Air University staff with guest speaker support.

Air Education and Training

Air War College

Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission

- * Joint Operations/Exercises
 - Total Force Management
 - NDMS Management/DVA Role
 - Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
 - Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

- Patient Rights (Informed Consent)
- Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- * Public Speaking
- * Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- * Quantitative Analysis
- * Process/Outcome Measures
 - Clinical Performance Improvement

POC: Dean of Academic Affairs

Phone: (334) 953-5458

DSN: 493-5458

Fax: 493-7934

Address: Air War College

325 Chennault Circle

Maxwell AFB AL 36112-6427

Air Education and Training
Air Command and Staff College (ACSC)

Objective: The mission of Air Command and Staff College is to educate midcareer officers to develop, advance, and apply air power in peace and war. Three modules of delivery are available, CD-ROM multimedia program, seminar, or residence.

Eligibility: ACSC nonresident programs, CD-ROM and seminars are offered to US active duty, Reserve, and National Guard major selectees and above. DoD civilian employees in or above the grade of GS-11 (or equivalent) may also enroll. Civil Air Patrol officers serving in the grade of major or above may enroll in the correspondence program only. International officers serving with the US Air Force in education, training, exchange, or liaison roles may be eligible. (Consult AFCAT 36-2223 for specific enrollment criteria). Resident course requires officers in the grade of major or major select or the equivalent Navy rank.

Description: Recently, ACSC sharpened its resident program focus to better prepare students to assume future command and leadership responsibilities in campaign planning and execution. To support and enhance this new focus, ACSC's graduate-level educational environment prepares leaders to understand the nature of conflict and the role of air power; understand the joint campaign planning process; plan and execute the air campaign component of the campaign process; develop the organization, training, and equipment necessary to prosecute tomorrow's air campaign successfully; integrate the air campaign into joint and combined campaigns; assume higher-level command and staff responsibilities; think strategically, operationally, and critically; embrace and advance the body of aerospace knowledge; and to promote military professionalism.

Course Length: Students have 18 months to complete the CD-ROM Multimedia program and 12 months to complete the seminar program. The seminar program consists of 40 lessons and three areas of instruction. The residence course convenes

for 10 months and requires a permanent change of station.

Modality: CD-ROM multimedia program, seminar, or residence.

Prerequisites: CD-ROM and seminar programs are available to US active duty, Reserve, and National Guard major selectees and above. For the residence course a central PME selection board, with major command input, selects the students from candidates based on their demonstrated potential for assignment to key field grade command and staff positions.

Application: CD-ROM and seminar enrollment is conducted through the base education office. Residence course selection is done through MAJCOM nomination to meet a central selection board at the Air Force Personnel Center (AFPC) for specific school assignments. Medical, legal and chaplain officers are selected by their respective agencies.

Quotas: AFPC.

Funding: Centrally funded.

Obligation: Two years for residence course.

Evaluation of Performance: All methods of instruction use examination methodology. The residence course includes evaluation by group projects, seminar leadership, war games, and attainment of academic goals.

Credit Given: Diploma.

Institutional Accreditation: The American Council on Education recommends this course for graduate credit.

Faculty: Air University staff with guest speaker support.

Air Education and Training
Air Command and Staff College (ACSC)
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

Medical Doctrine

- * Understanding Military Mission
- * Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

Strategic Planning

Organizational Design

- * Decision Making
- * Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

Public Law - General

Public Law - International

Medical Liability

Medical Staff By-Laws

Regulations

External Accreditation

Health Resources Allocation and Management:

Financial Management

Human Resource Management

Labor-Management Relations

Materiel Management

Facilities Management

Information Management

Medical Ethics:

Patient Rights (Informed Consent)

Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- Group Dynamics
- Conflict Management
- * Communication
- * Public Speaking

Public and Media Relations

Clinical Understanding:

Epidemiological Methods

Clinical Investigation

Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: Dean of Education and Faculty

Phone: (334) 953-7070

DSN: 493-7070

Fax: 493-2514

Address: ACSC/DED

225 Chennault Circle

Maxwell AFB AL 36112-6426

Air Education and Training Squadron Officer School (SOS)

Objective: Information for this course was obtained from AF Catalog 36-2223. Further information may be accessed through the Air University Homepage. The course assists the development of the whole person into a seasoned professional officer capable of increased contributions to varied Air Force missions. It improves the professional competence of company grade officers and inspires dedication to the profession of arms.

Eligibility: Correspondence (non-resident) is available to any US armed forces officer (active duty, Reserve, or National Guard) in the grade of captain (O-3) or above is eligible. Additionally, officers of the Civil Air Patrol in the grade of captain or above or civilians with the grade of GS-9, WG-10, WL-9, and WS-8 and above with at least 4 years of continuous civil service are also available. Active-duty captains with at least 4 and less than 7 years TAFSC who are not failed or deferred promotion status are eligible for the resident course. Additionally, civilians with the grade of GS-9 and above with at least 4 years of continuous civil service are also available.

Description: Squadron Officer School (SOS) is the initial course in the Air Force Officer professional military education (PME) system. Course curriculum is centered around officership, staff communications, leadership, and force employment. Officership focuses on the responsibilities inherent to the officer's position of trust and confidence. Staff communications is a programmed text which helps the student write and speak in a well organized, well supported, concise manner. Leadership helps students learn how to improve their abilities to lead, follow, and manage so they can positively impact group morale, cohesion, and effectiveness. Force employment examines national objectives, doctrine, and strategy, and the roles and mission of the Air Force and other service. The SOS Nonresident Program parallels the resident program and is divided into four courses. The four courses are: Officership, Staff Communications, Leadership and Force

Employment. Air University Instruction 26-2309, Academic Integrity is strictly enforced.

Course Length: SOS non-residence course is 18-months in duration. The residence course is 7 weeks in duration with students in temporary duty status.

Modality: Correspondence (non-resident) or resident.

Prerequisites: AF Catalog 36-2223 contains specific physical requirements.

Application: Non-resident course through the base education office. Residence course quota allocations are distributed to each MAJCOM, Field Operating Agency (FOA), and Direct Reporting Unit (DRU). Selection is then made at base level.

Quotas: AFPC.

Funding: Centrally funded.

Obligation: Two years for residence course.

Evaluation of Performance: Methods of instruction use examination methodology. The residence course includes evaluation by group projects, seminar leadership, war games, and teamwork.

Credit Given: None.

Institutional Accreditation: The American Council on Education (graduate credit may be recognized for course work).

Faculty: Air University staff with guest speaker support.

**Air Education and Training
Squadron Officer School (SOS)
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

- Patient Rights (Informed Consent)
- Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- Public Speaking

Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: Correspondence Course Director

Phone: (334) 953-2334

DSN: 493-2334

Fax: 493-3580

Address: Squadron Officer School

125 Chennault Circle

Maxwell AFB AL 36112-6426

Air Education and Training Command Medical Group Commander's Course

Objective: Prepares medical group commander selectees to meet the responsibilities of medical group leadership and introduces attendees to their roles as commanders of medical groups within the framework of Air Force policy.

Eligibility: Air Force colonels and lieutenant colonels selected to become group commanders.

Description: Attendees have the opportunity to discuss issues and problems with functional area experts, experienced commanders, and their peers in a seminar format. Provides an understanding of command responsibility, accountability, and discipline approaches to leadership and management; contemporary attitudes; cultural diversity. Also provides a background in group level functional areas, including medical services patient administration, and medical logistics and medical facilities. Provides instruction in DoD-related competencies to include medical readiness, health and law policy, organization behavior, clinical understanding, and alternate health care delivery systems.

Course Length: 2 weeks in-residence.

Modality: Seminar.

Prerequisites: Secret or higher clearance. Selection for position as medical group commander.

Application: None.

Quotas: HQ USAF/DPO. MAJCOMs select attendees.

Funding: Centrally funded.

Obligation: None.

Evaluation of Performance: Not available.

Credit Given: None. Category I credit for continuing medical education is expected to be approved beginning in calendar year 1998.

Institutional Accreditation: None.

Faculty: Air University faculty with guest speaker support from HQ USAF, MAJCOMs, and Lead Agents.

Air Education and Training USAF Medical Group Commander's Course Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- * NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law - General
- Public Law - International
- * Medical Liability
- * Medical Staff By-Laws
- * Regulations
- * External Accreditation

Health Resources Allocation and Management:

- * Financial Management

- * Human Resource Management
- * Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- * Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
 - Group Dynamics
 - Conflict Management
- * Communication
 - Public Speaking
 - Public and Media Relations

Clinical Understanding:

- * Epidemiological Methods
- * Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
 - Quantitative Analysis
- * Process/Outcome Measures
- * Clinical Performance Improvement

POC: Lt Col Dave Houde

Phone: (334) 953-7716
 DSN: 493-3465
 Fax: 493-3472

Address: Ira C. Eaker College for
 Professional Development
 525 Chennault Circle
 Maxwell AFB, AL 36112-6429

**882D Training Group (AETC)
Biomedical Officer Management Orientation
J30ZR4200-002**

Objective: Provides training for Air Force pharmacists, laboratory officers, and dietitians in the knowledge and skills needed to perform the duties of an Air Force Biomedical Sciences Corps officer. The scope of training includes medical sciences budgeting, logistics, personnel management, information systems, standards of practice, professional and patient relationships, quality assurance/risk management, workload reporting, medical readiness, and other current issues of the Biomedical Sciences Corps.

Eligibility: Students are newly commissioned officers in the United States Air Force Biomedical Sciences Corps.

Description: This course is 15 academic days and addresses 10 Executive Skills competencies. The course uses lecture, discussion, and group activities for delivery. In addition to the Executive Skills taught to competency, the course also addresses military mission, total force management, strategic planning, organizational design, personal and organizational ethics, public law - general, medical staff by-laws, financial management, labor-management relations, information management, individual behavior, quality management, process/outcome measurement, clinical performance measurement, and alternative health care delivery.

Course Length: 15 Academic days.

Modality: Residence course with students on temporary duty status. The course uses computer automation. Working knowledge of Microsoft Office software products a plus.

Prerequisites: Graduate of US Air Force Course LMOBM0104 003. Hold AFSC 43DX, 43TX, or 43PX, have six months and less than two years of experience in the above career field, and be eligible for assignment to a management position.

Application: Not required.

Quotas: HQ AETC/SGAW.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Course work includes participation in individual and group assignments.

Credit Given: None.

Institutional Accreditation: None

Faculty: 882 TRG Staff.

**882D Training Group (AETC)
Biomedical Officer Management Orientation**

Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- * Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- * Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

Public Law - General
Public Law - International

- * Medical Liability
- Medical Staff By-Laws
- * Regulations
- * External Accreditation

Health Resources Allocation and Management:

Financial Management

- * Human Resource Management
- Labor-Management Relations
- * Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

Individual Behavior
Group Dynamics
Conflict Management
Communication

- * Public Speaking
- Public and Media Relations

Clinical Understanding:

Epidemiological Methods
Clinical Investigation
Alt. Health Care Delivery Systems

Performance Measurement:

Quality Management
Quantitative Analysis
Process/Outcome Measures
Clinical Performance Improvement

POC: Course Supervisor

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DSN: 736-4043
Fax: (940) 676-3850
Email: welchp@spd.aetc.af.mil

Address: 382 TRS/XYAD

917 Missile Road STE 3
Sheppard AFB TX 76311-2263

**882D Training Group (AETC)
Health Services Administration
J30BR41A1-001**

Objective: This course provides training for Air Force personnel in AFSC 41A1, in the knowledge and skills needed to perform duties in health service administration. It is designed for newly commissioned officers to the USAF Medical Services Corps and prepares them for performance of administrative duty with USAF Medical Service. It includes training in procedures for effective management of Air Force medical resources: personnel, facilities, funds, and materials. It emphasizes the role of the MSC officer in strategic planning and global medical readiness.

Eligibility: Students are newly commissioned officers in the United States Air Force Medical Service Corps.

Description: This course requires 53 academic days and addresses 27 Executive Skills competencies. The class is divided into specialty groups during the last 13 days to simulate actual work experience. Students are assigned duty as requested by the commander of the gaining unit. Course is designed to incorporate team interaction and organizational behavior through case studies, role playing, problem solving, and group dynamics. The course includes instruction in communications, patient services, resource management, medical logistics, group practice management, medical readiness, computer-based information systems, managed care and executive management (TQM and organizational management).

Course Length: 56 Academic days.

Modality: Residence course with students on temporary duty status. The course uses computer automation. Working knowledge of Microsoft Office software products is a plus.

Prerequisites: USAF Medical Service Corps officer with AFSC 41A1, active duty or career reserve.

Application: Not required.

Quotas: HQ AETC/SGAT.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Course work includes periodic examinations and participation in individual and group assignments.

Credit Given: Eleven graduate credit hours as recognized by American Council on Education (ACE).

Institutional Accreditation: American Council on Education (ACE).

Faculty: 882 TRG Staff.

**882D Training Group (AETC)
Health Services Administration
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

Medical Doctrine

- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- * NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- Organizational Design
- * Decision Making
- * Personal and Organizational Ethics

Managing Change and Innovation

- * Leadership

Health Law/Policy:

Public Law - General

Public Law - International

Medical Liability

Medical Staff By-Laws

- * Regulations

- * External Accreditation

Health Resources Allocation and Management:

Financial Management

- * Human Resource Management

Labor-Management Relations

- * Materiel Management

- * Facilities Management

- * Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)

- * Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior

- * Group Dynamics

- * Conflict Management

- * Communication

- * Public Speaking

Public and Media Relations

Clinical Understanding:

Epidemiological Methods

Clinical Investigation

- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management

- * Quantitative Analysis

- * Process/Outcome Measures

Clinical Performance Improvement

POC: Course Supervisor

Phone: (940) 676-6973

DSN: 736-6973

Fax: (940) 676-4350

Email: stauffel@spd.aetc.af.mil

Address: 384 TRS/XXEE

Sheppard AFB TX 76311

Extension Course Institute (ECI)
Nursing Service Fundamentals

Objective: This correspondence course provides an introduction to nurse leadership and management roles. It gives a broad perspective of military nursing and provides guidance to help the nurse effectively deal with day-to-day situations encountered on the nursing unit.

Eligibility: The course is open to any Nurse Corps officer and is geared for lieutenants and captains.

Description: Topics include organizational structure, responsibility and accountability, Air Force publications, enlisted and civilian workforce, nurse officer professional development, ethical decision-making, leadership/followership, organizational dynamics, performance appraisals, staff recognition, preparing duty schedules, budgets, manpower, and logistics. Addresses seven Executive Skills competencies.

Course Length: Completion deadline is one year.

Modality: Three-volume correspondence course consisting of twenty-five chapters.

Prerequisites: None.

Application: Students enroll in this Extension Course Institute (ECI) course at the base education office; Nursing Service Fundamentals, SC 046A1.

Quotas: None.

Funding: Centrally funded.

Obligation: None.

Evaluation of Performance: One written exam on completion of the three volumes.

Credit Given: The Nurse Utilization and Education Branch, United States Nurse Corps, which is accredited by the American Nurses Credentialing

Center Commission on Accreditation has awarded the course for 103.5 Contact Hours.

Institutional Accreditation: None.

Faculty: 882 TRG Staff administers the course in conjunction with ECI.

Extension Course Institute (ECI)
Nursing Service Fundamentals
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- * Regulations
- External Accreditation

Health Resources Allocation and Management:

- Financial Management
- * Human Resource Management
- Labor-Management Relations
- Materiel Management

Facilities Management
Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

Individual Behavior
Group Dynamics
* Conflict Management
Communication
Public Speaking
Public and Media Relations

Clinical Understanding:

Epidemiological Methods
Clinical Investigation
Alt. Health Care Delivery Systems

Performance Measurement:

* Quality Management
Quantitative Analysis
Process/Outcome Measures
Clinical Performance Improvement

POC: Course Writer

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Email: donoghud@spd.aetc.af.mil

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939 Missile Road Suite 3
Sheppard AFB TX 76311-2262

**882D Training Group (AETC)
Nursing Service Management
J30ZR46A3-005**

Objective: Prepares selected Air Force Nurse Corps officers to use fundamentals of management/ leadership theories and practices relevant to middle management positions. Information regarding specific course requirements can be obtained through the 383 TRS Homepage.

Eligibility: Conditional Reserve Status (CRS) or Regular Nurse Corps Officers with no more than 10 years of active Federal commissioned service at time of entry into course.

Description: This course is 37 academic days and addresses 28 Executive Skills competencies. Course delivery involves lecture, discussion, case study, simulations, role play, written and oral presentations. Joint Commission on Accreditation of Healthcare Organizations (JCAHO), Health Services Inspection (HSI), and practice standards are correlated with management responsibilities. Students are given the opportunity to apply leadership and management principles, develop or refine management tools, and use computer technology which enhances nurse managers responsibilities. In addition to the 18 Executive Skills covered topics include; strategic planning, public law - general, medical staff by-laws, financial management, alternative healthcare delivery systems, process/outcome measures, and clinical performance improvement.

Course Length: 37 academic days.

Modality: Residence course with students on temporary duty status. The course uses computer automation. Working knowledge of Microsoft Office software products a plus.

Prerequisites: Successfully completed Nursing Service Fundamentals Course, 46A1. Students with Master's degree in nursing administration or management may already have information presented in the course.

Application: Not required.

Quotas: HQ AETC/SGAW.

Funding: Centrally funded by selection authority.

Obligation: None.

Evaluation of Performance: Course work includes participation in individual and group assignments. Graded oral and written course work.

Credit Given: The Nurse Utilization and Education Branch, United States Nurse Corps, which is accredited by the American Nurses Credentialing Center Commission on Accreditation has awarded the course for 290 Contact Hours.

Institutional Accreditation: The American Council on Education recommends this course for 18 hours of graduate level college credit.

Faculty: 882 TRG Staff.

**882D Training Group (AETC)
Nursing Service Management
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- * Total Force Management
- NDMS Management/DVA Role
- * Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Address: 383 TRS/XUAW

939 Missile Road Suite 3
Sheppard AFB TX 76311-2262

Health Law/Policy:

- Public Law - General
- Public Law - International
- * Medical Liability
- Medical Staff By-Laws
- * Regulations
- * External Accreditation

Health Resources Allocation and Management:

- Financial Management
- * Human Resource Management
- Labor-Management Relations
- * Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- * Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- Communication
- * Public Speaking
- Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: Instructor Supervisor

Phone: (940) 676-3898

DSN: 736-3898

Fax: (940) 676-6922

Email: jonesd@spd.aetc.af.mil

**Major Command
Squadron Commander Course**

Objective: The course is designed to prepare officers for the assumption of command of an Air Force squadron. The specific curriculum and topics are designed by each MAJCOM.

Eligibility: Any line or non-line officer selected to hold a position as squadron commander.

Description: This course covers topics which are necessary for squadron leadership. Though topics vary by MAJCOM, the following Executive Skills competencies were found to be consistently addressed; leadership, public law - general, human resource management, labor-management relations, and material management. Other topics covered include: total force management, medical readiness training, military mission, communications, public and media relations, quality management, financial management, individual behavior, conflict resolution, and decision making. The course provides training on specific medical issues as decided by each MAJCOM. Training is provided during scheduled breakout sessions.

Course Length: Varies by MAJCOM.

Modality: Resident course with students in temporary duty status. Lecture, discussion, group activities, and case studies.

Prerequisites: Selection by Medical Service Selection Board (MSSB) with pending assignment as squadron commander.

Application: None.

Quotas: MAJCOM directed.

Funding: Centrally funded.

Obligation: None.

Evaluation of Performance: None.

Credit Given: None.

Institutional Accreditation: None.

Faculty: Selected by MAJCOM.

**Squadron Commander Course
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- Strategic Planning
- Organizational Design
- Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation

* Leadership

Health Law/Policy:

- * Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- * Labor-Management Relations
- * Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

- Patient Rights (Informed Consent)
- Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- Individual Behavior
- Group Dynamics
- Conflict Management
- Communication
- Public Speaking
- Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- Alt. Health Care Delivery Systems

Performance Measurement:

- Quality Management
- Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: MAJCOM of assignment.

Address: MAJCOM of assignment.

DoD and CIVILIAN COURSES

The following pages describe courses offered by the Department of Defense. These courses include higher level educational opportunities, such as the Industrial College of the Armed Forces and the National War College, as well as other shorter duration specialty programs.

The courses in this Part are of two distinct types. The high-level generalist courses address Executive Skills competencies because many of the competencies are core issues to all senior management education. By contrast, the health related courses that close the section are oriented to health care managers, and the Managed Care Executive Training Course was specifically designed for senior health department officers who may command MTFs.

One civilian professional course is described here because of its frequent endorsement by MTF commanders – the Physician in Management Series. This set of three seminars is sometimes contracted by the military medical departments and is therefore not listed as an offering of any particular service.

Course Title and Location	Page
National Defense University	
Armed Forces Staff College (AFSC)	DoD-3
Industrial College of the Armed Forces (ICAF)	DoD-5
National War College	DoD-7
Uniformed Services University of the Health sciences (USUHS)	
Managed Care Executive Training Course	DoD-9
Masters of Public Health	DoD-11
DoD Contracted Programs	
Interagency Institute for Federal Healthcare Executives	DoD-13
Physicians in Management Seminar Series	DoD-15

This page is a place holder only.

**National Defense University
Armed Forces Staff College**

Objective: To educate staff officers and other leaders in joint and combined operational planning and war fighting in order to instill a primary commitment to joint teamwork, attitudes, and perspectives.

Eligibility: This senior level, Phase II course is available to officers who have completed their Service preparatory qualification (Phase I) and are slated for assignment to a joint command headquarters.

Description: The course addresses 16 Executive Skills competencies. It is presented at the Armed Forces Staff College, Norfolk, Virginia.

Course Length: Twelve weeks.

Modality: Full time, temporary duty. It employs a Model Classroom using computer automation to reduce dependency on overhead projection of transparencies in classroom presentations.

Prerequisites: Completion of Service Phase I qualification.

Application: Not applicable. Officers are selected to attend the course as part of their preparation for joint and combined staff assignments.

Quotas: Quotas are as established by the National Defense University for the College.

Funding: Centrally funded.

Obligation: Six months.

Evaluation of Performance: Mid-term and final exams and a paper are required. Several presentations are also required.

Credit Given: Certificate.

Faculty: Joint Service qualified O-5's and O-6's and civilian academicians. A group of Senior Fellows, generally retired flag officers, also provide senior management expertise.

Student Distribution: Tri-Service with approximately equal distribution among Army, Navy (including MC), and Air Force.

**Armed Forces Staff College
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
Total Force Management
- * NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
Organizational Design
- * Decision Making
Personal and Organizational Ethics
Managing Change and Innovation
- * Leadership

Health Law/Policy:

- Public Law - General
- * Public Law - International
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management:

- Financial Management
- Human Resource Management
- Labor-Management Relations
- Materiel Management

Facilities Management

- * Information Management

Medical Ethics:

Patient Rights (Informed Consent)

Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

Individual Behavior

- * Group Dynamics
- Conflict Management
- * Communication
- * Public Speaking
- * Public and Media Relations

Clinical Understanding:

Epidemiological Methods

Clinical Investigation

Alt. Health Care Delivery Systems

Performance Measurement:

Quality Management

- * Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: Dean of Academics

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Address: Armed Forces Staff College

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Norfolk, Virginia 23511-1702

**National Defense University
Industrial College of the Armed Forces**

Objective: To prepare selected military officers and civilians for senior leadership and staff positions by conducting postgraduate, executive-level courses of study and associated research dealing with the resource component of national power, with special emphasis on materiel acquisition and joint logistics and their integration into national security strategy for peace and war.

Eligibility: Senior officers and civilians slated for key management positions requiring detailed understanding of national resource employment.

Description: ICAF is an academic year program conducted in two semesters. The academic year begins in mid-August and ends in mid-June. The college addresses 23 of the Executive Skills competencies. It is presented at the college at Fort McNair, Washington, DC.

Course Length: Ten months (one academic year).

Modality: Full time program; students reside in the local area. Students use the National Defense University Library located in George C. Marshall Hall. The collection consists of more than 500,000 bound volumes, pamphlets, periodicals, audio-visual materials, microforms, and government documents, and 50,000 classified documents. Five multi disciplinary online search services are available; these remote retrieval services provide immediate access to bibliographic citations and abstracts from a vast array of books, journals, newspapers, technical reports, and government documents.

At the beginning of each academic year, each student, in conjunction with an assigned faculty member, prepares a short paper on personal career goals and objectives. The student's faculty advisor reviews this goals paper and assists the student in preparing an academic program suitable to his or her needs and interests.

Prerequisites: Service selection for attendance at this college emphasizing the utilization of national resources.

Application: Not applicable; senior school selection board.

Quotas: Quotas established by the DoD.

Funding: Centrally funded.

Obligation: A two-year Service obligation accrues.

Evaluation of Performance: Students participate in several writing program requirements, and an end-of-year exercise conducted in conjunction with the National War College. Additionally the college has its own executive skills development program. The purpose of this program is to continue the student's development to enable them to perform as strategic decision makers in the national security environment. The basis of the program is an assessment of each student's strengths and weaknesses and individual behavioral preferences. As a part of the strategic decision making course, students receive feedback based on a number of instruments such as the Myers-Briggs Type Indicator and the Strategic Leader Development Inventory. Additional instruments are offered for further self-assessment. Building on this base, students formulate individual plans to guide their development during their year at ICAF and beyond.

Credit Given: Master's degree in National Resource Strategy.

Faculty: The academic faculty are from all the military Services and other agencies of the Federal government. Military members are normally O-5's or O-6's who are specialists in their respective fields.

Student Distribution: The student body is composed of military operators (30 percent), military resource managers and technical personnel (45 percent), and civilians (25 percent).

Industrial College of the Armed Forces
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

Medical Doctrine

- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- * NDMS Management/DVA Role
- Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

Public Law - General
Public Law - International
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- * Labor-Management Relations
- Materiel Management
- Facilities Management
- * Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- * Public Speaking

- * Public and Media Relations

Clinical Understanding:

Epidemiological Methods
Clinical Investigation

- * Alt. Health Care Delivery Systems

Performance Measurement:

Quality Management

- * Quantitative Analysis

Process/Outcome Measures
Clinical Performance Improvement

POC: Office of Administration

Phone: (202) 685-4369

Fax: (202) 685-4175

E-mail: michelsonb@ndu.edu

Address: Dwight D. Eisenhower Hall (Bldg. 59)

Fort McNair

Fourth and P Streets, SW

Washington, DC 20319-6000

**National Defense University
National War College**

Objective: Prepare selected military officers and federal officials for high-level policy, command, and staff responsibilities. The National War College focuses on national security policy and strategy, and emphasizes the joint and interagency perspective.

Eligibility: O-5's and O-6's or the civilian equivalent in the Department of State and other federal agencies.

Description: The program is focused on broadening student understanding of national security policy and strategy, including national military strategy and operations, and particularly on principles and concepts students can apply as they progress in their chosen professions.

Course Length: An academic year.

Modality: Full time, resident course. Students use the National Defense University Library located in George C. Marshall Hall. The collection consists of more than 500,000 bound volumes, pamphlets, periodicals, audio-visual materials, microforms, and government documents, and 50,000 classified documents. Five multi disciplinary online search services are available; these remote retrieval services provide immediate access to bibliographic citations and abstracts from a vast array of books, journals, newspapers, technical reports, and government documents.

Prerequisites: Senior school selection.

Application: Not applicable, senior school selection board.

Quotas: Quotas are established by the Departments of Defense and State.

Funding: Centrally funded.

Obligation: A two-year service obligation is incurred.

Evaluation of Performance: Seminar participation and the preparation of analytic essays, oral presentations, and participation in group exercises.

Credit Given: Master's degree in National Security Strategy.

Faculty: Military officers from all Services, and civilian academicians seconded from Federal agencies. Military faculty normally hold the rank of Colonel/Captain and are specialists in their fields. Civilian faculty members are academic specialists or are practitioners selected from nominations by the Department of State, the intelligence community, and other agencies concerned with national security issues.

Student Distribution: Seventy-five percent of the student body is composed of equal representation from the land, sea (including Marine and Coast Guard), and air Services, with the remaining 25 percent drawn from the Department of State and other federal departments and agencies. In addition international fellows from a number of countries join the student body.

**National War College
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

Medical Doctrine

- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- Leadership

Address: Theodore Roosevelt Hall (Bldg. 61)
Fort McNair, Washington, DC
Fourth and P Streets, SW
Washington, DC 20319-6000

Health Law/Policy:

Public Law - General
Public Law - International
Medical Liability
Medical Staff By-Laws
Regulations
External Accreditation

Health Resources Allocation and Management:

- Financial Management
Human Resource Management
- * Labor-Management Relations
- Materiel Management
Facilities Management
- * Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- Individual Behavior
- * Group Dynamics
 - * Conflict Management
 - * Communication
- Public Speaking
- * Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- Quantitative Analysis
- * Process/Outcome Measures
- Clinical Performance Improvement

POC: Dean of Students
Phone: (202) 475-1845
Fax: (202) 475-0531
E-mail:

**Uniformed Services University of the Health
Sciences (USUHS)**
Managed Care Executive Training Course

Objective: To train prospective MTF commanders in clinical epidemiologic approaches to the assessment and improvement of the effectiveness and efficiency of clinical practice.

Eligibility: Selection for participation is based on current and prospective assignments in command positions. Should be at least an O-4 in a current or prospective leadership position (e.g., Deputy Commander, Chief, Internal Medicine Service; Chief Nurse).

Description: The program addresses quantitative methodologies and their various applications in outcomes management and decision support systems. The course content includes DoD-relevant quality assessment programs, information resources for monitoring and planning, and decision support and forecasting tools. Each class is 15 students of the Army, Navy, and Air Force.

Course Length: Five days.

Modality: Didactic instruction and state-of-the-art computer laboratories using relevant current and planned DoD and civilian databases. It is presented at the Uniformed Services University of the Health Sciences, Bethesda, MD. Practical experience is gained through the conduct of exercises.

Prerequisites: None.

Application: Selection by respective Service and/or TRICARE Regional Lead Agent.

Quotas: Established by USUHS.

Funding: Centrally funded.

Obligation: None.

Evaluation of Performance: Seminar participation and participation in exercises.

Credit Given: 33 credit hours in Category 1 CME for the Physician's Recognition Award of the AMA; 39.6 nursing contact hours; 33 elective credit hours for the American Academy of Family Physicians; 40 hours for the ACHE. Documentation of general continuing education for all other students.

Institutional Accreditation: USUHS.

Faculty: Seven physicians, two nurses, and three administrators.

Managed Care Executive Training Course
Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- * Strategic Planning
- Organizational Design
- * Decision Making
- Personal and Organizational Ethics
- Managing Change and Innovation
- Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations

- * External Accreditation

Health Resources Allocation and Management:

Financial Management
Human Resource Management
Labor-Management Relations
Materiel Management
Facilities Management

- * Information Management

Medical Ethics:

Patient Rights (Informed Consent)
Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

Individual Behavior
Group Dynamics
Conflict Management
Communication
Public Speaking
Public and Media Relations

Clinical Understanding:

- * Epidemiological Methods
Clinical Investigation
Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- * Quantitative Analysis
- * Process/Outcome Measures
Clinical Performance Improvement

POC: Division of Health Services Administration

Phone: (301) 295-3832
Fax: (301) 295-0752
E-mail: rhudak@usuhs.mil

Address: Uniformed Services University
of the Health Sciences
4301 Jones Bridge Road
Bethesda, Maryland 20814-4799

**Uniformed Services University of the Health
Sciences (USUHS)
Masters of Public Health**

Objective: To provide each student with the academic background to practice as a competent public health/preventive medicine officer in one of the Uniformed Services.

Eligibility: Service selection for participation in advanced education programs.

Description: The program is unique in that it was built for clinicians. They are given the tools for epidemiologic data use, and based on that background can make decisions and know where to place resources in the management of health services. This program addresses 26 of the Executive Skills competencies in the core curriculum and 9 others in electives. Graduates will understand components, operation, and financing of health delivery services, particularly those in the public sector, and have the administrative skills to plan, analyze, and manage community health programs for the Uniformed Services. In addition, graduates will have selected a specific area of public health (e.g., epidemiology, biostatistics, environmental health, health services management, etc.) for special emphasis through elective course work and have demonstrated their ability to apply the knowledge and skills they have acquired to their chosen field of specialization.

Course Length: One calendar year.

Modality: Taught at the Uniformed Services University of the Health Sciences, Bethesda, MD, the program is a full time resident offering. It incorporates a state-of-the-art Learning Resource Center; well-equipped computer laboratories; and demonstrates leadership in telemedicine projects.

Prerequisites: None.

Application: For military, selection by an advanced school selection board is required as well as application to the Graduate Education Office.

For civilians, contact the Graduate Education Office for procedures.

Quotas: As established by USUHS. Class size is 30; usually 50-60% physicians. Army, Navy, Air Force, Public Health Service, VA, Federal civil Service, and civilians are represented.

Funding: Centrally funded.

Obligation: Two years.

Evaluation of Performance: Seminar participation, examinations, and the preparation of analytic essays, oral presentations, and participation in group exercises.

Credit Given: Master's in Public Health.

Institutional Accreditation: Commission on Higher Education of the Middle States Association of Colleges and Schools.

Faculty: All faculty members are M.D.s, Ph.D.s, or J.D.s.

**Masters of Public Health
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
- * Joint Operations/Exercises
- * Total Force Management
- * NDMS Management/DVA Role
- * Medical Readiness Training
- * Contingency Planning

General Management:

- * Strategic Planning
- * Organizational Design

- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Address: Uniformed Services University
of the Health Sciences
4301 Jones Bridge Road
Bethesda, Maryland 20814-4799

Health Law/Policy:

- * Public Law - General
Public Law - International
- * Medical Liability
Medical Staff By-Laws
- * Regulations
- * External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- * Labor-Management Relations
Materiel Management
- * Facilities Management
- * Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- * Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- * Public Speaking
- * Public and Media Relations

Clinical Understanding:

- * Epidemiological Methods
- * Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- * Quantitative Analysis
- * Process/Outcome Measures
- * Clinical Performance Improvement

POC: Graduate Education Office (MPH Program)

Phone: (301) 295-3129

Fax: (301) 295-1933

E-mail: goldman@usuhs.mil

Interagency Institute for Federal Healthcare Executives

Objective: To provide an opportunity for the practicing Federal health care executive to examine current issues on health care policy and management, and to explore their impact on the Federal health care system.

Eligibility: Fifty medical and health service executives are named by the sponsoring agencies to attend each two-week institute.

Description: The course is designed to present an overview of current issues to seasoned health care executives. The program touches on 30 of the Executive Skills competencies within its two week sessions. It is sponsored by the five Federal Health Services: the Departments of the Army, Navy, Air Force, Veterans Affairs, and the Public Health Service. Two institutes are presented each year.

The course can be described as advanced rather than basic. It is intended to provide insights rather than principles or tools. The design assumes a high level capability gained from experience in management and seeks to stimulate the thinking and broaden the perspective of participants as regards their management role. Content is not intended to be specific to the Federal Medical Services named above nor to the health field. Sophisticated participants will be able to identify the relevancy of the presentations to their own management situation and their own experiences.

Course Length: Two weeks.

Modality: The course is full time, temporary duty presented at the George Washington University, Washington, DC. The cost is approximately \$1,000 per student seat.

Prerequisites: Nomination by one of the sponsoring agencies.

Application: Contact the Institute director at (202) 994-6220.

Quotas: Quotas are adjusted for each institute based on the requests of the sponsors.

Funding: Funded by the sponsors.

Obligation: None.

Evaluation of Performance: None.

Credit Given: Certificate.

Faculty: Academicians, physicians, and operational health care administrators.

Student Distribution: As nominated by the Departments of the Army, Navy, Air Force, Veterans Affairs, and the Public health Service.

Interagency Institute for Federal Healthcare Executives Competencies Covered

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- * Medical Doctrine
- * Understanding Military Mission
Joint Operations/Exercises
- * Total Force Management
NDMS Management/DVA Role
- * Medical Readiness Training
Contingency Planning

General Management:

- * Strategic Planning
- * Organizational Design
- * Decision Making
- * Personal and Organizational Ethics
- * Managing Change and Innovation
- * Leadership

Health Law/Policy:

- * Public Law - General
- Public Law - International

- * Medical Liability
- * Medical Staff By-Laws
- Regulations
- External Accreditation

Health Resources Allocation and Management:

- * Financial Management
- * Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- * Information Management

Medical Ethics:

- * Patient Rights (Informed Consent)
- * Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- * Individual Behavior
- * Group Dynamics
- * Conflict Management
- * Communication
- * Public Speaking
- Public and Media Relations

Clinical Understanding:

- * Epidemiological Methods
- Clinical Investigation
- * Alt. Health Care Delivery Systems

Performance Measurement:

- * Quality Management
- * Quantitative Analysis
- * Process/Outcome Measures
- Clinical Performance Improvement

POC: Department of Health Services

Management and Policy

Phone: (202) 994-6220

Fax: (202) 994-4068

E-mail: hsmp@gwis2.circ.gwu.edu

Address: George Washington University

Marvin Center, Fourth Floor

800 21st Street, N.W.

Washington, D.C. 20052

**American College of Physician Executives
The Physician in Management Seminar Series**

The medical departments of the Army, Navy, and Air Force sometimes contract with the American College of Physician Executives (ACPE) to present their Physician in Management (PIM) seminars for selected military audiences. MTF commanders have expressed their view of the value of these seminars and requested their inclusion among the courses identified as supporting Executive Skills objectives.

Objective: The PIM series introduces physicians to the disciplines of management, providing the fundamental concepts that physicians in management must grasp.

Eligibility: Physicians.

Description: The PIM series is a sequence of three, intensive four and one-half day seminars that concentrate as much learning as possible into the shortest practical time. Attendees must take each seminar in sequence with seminars I and II required as prerequisites for seminars II and III respectively.

Course Length: Three seminars, each four and one-half days.

Modality: Seminars.

Prerequisites: Physician.

Application: Not applicable for presentations contracted by the services.

Quotas: As established by the sponsoring service.

Funding: As arranged by the sponsoring service.

Obligation: None.

Evaluation of Performance: None.

Credit Given: ACPE designates each of these continuing medical education activities for 31 credit hours in Category I of the Physician's Recognition Award of the American Medical Association. The program has been reviewed and accepted for 31 Prescribed Hours by the American Academy of Family Physicians.

Institutional Accreditation: The ACPE is accredited by the Accreditation Council of Continuing Medical Education (ACCME) to sponsor continuing education for physicians.

Faculty: Foremost authorities in the respective fields.

**Physician in Management
Competencies Covered**

Asterisks in the following listing indicate the subject is addressed in the curriculum but do not indicate the extent (i.e., contact hours) of coverage.

Military Medical Readiness:

- Medical Doctrine
- Understanding Military Mission
- Joint Operations/Exercises
- Total Force Management
- NDMS Management/DVA Role
- Medical Readiness Training
- Contingency Planning

General Management:

- * Strategic Planning (PIM 2)
- * Organizational Design (PIM 1)
- * Decision Making (PIM 1 and 3)
- Personal and Organizational Ethics
- * Managing Change & Innovation (PIM 3)
- Leadership

Health Law/Policy:

- Public Law - General
- Public Law - International
- Medical Liability
- Medical Staff By-Laws
- Regulations

External Accreditation

Health Resources Allocation and Management:

- * Financial Management (PIM 1)
- Human Resource Management
- Labor-Management Relations
- Materiel Management
- Facilities Management
- Information Management

Medical Ethics:

- Patient Rights (Informed Consent)
- Patient Rights (Right to Die/DNR)

Individual and Organizational Behavior:

- Individual Behavior
- * Group Dynamics (PIM 1)
- * Conflict Management (PIM 2)
- * Communication (PIM 2)
- Public Speaking
- Public and Media Relations

Clinical Understanding:

- Epidemiological Methods
- Clinical Investigation
- Alt. Health Care Delivery Systems

Performance Measurement:

- Quality Management
- Quantitative Analysis
- Process/Outcome Measures
- Clinical Performance Improvement

POC: Mr. Howard Horowitz

(813) 287-8993

Address: American College of Physician

Executives

4890 West Kennedy Blvd., Suite 200

Tampa, FL 33609-2575

